



The effect of Human Resource Management on employee Performance - A Systematic Literature Review

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ABSTRACT

Purpose - Human resources management is considered the heartbeat of organizations and institutions in the field of business administration in particular. Good management ensures the retention of employees who are creative and skilled. This affects the organization's productivity, profits, and competitive position in the market.

Aims - This paper aims to develop a suitable systematic review on the research literature that has been undertaken to investigate how on human resource management influences employee performance within an organization. Growth in employee performance, through good management and its practices is an important factor that affects the organization and its production.

Design/methodology/approach - This systematic literature review, analysed publications and articles published over the past two decades (2005–2023) on the human resources management in Northern Cyprus. Based on the comprehensive research analysis of 18 articles, employees are motivated to perform effectively through commitment, loyalty, discipline, innovation and self-learning. Their performance has been thoroughly investigated in numerous research papers.

Findings - All hypotheses were supported by data collected from 18 research papers that showed that human resources management works to improve employee roles and job performance and human resources management is considered a means to enhance the relationship with employees and develop them.

Limitations of the study - The research is limited to studies on human resources management that were done in Northern Cyprus.

Originality/value - This systematic review of literature is significant because it presents insights on the importance of human resources management in the realms of an organisation.

KEY WORDS

Human resources management; Employee performance; Systematic review; Organization Performance

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1 INTRODUCTION

Many factors that affect organizations and management have emerged; hence, affect the performance of workers. In turn, this is reflected in the outputs obtained by these organizations. This has emerged in light of the tremendous technological developments and industrial revolutions that the world has witnessed in recent years, and in light of the changes that have occurred in many scientific fields, whether political, economic, or educational. The new societal values in the world of finance and business have imposed great challenges on institutions and organizations in their various activities. Accordingly, management has become a more important element than it was in the past. The human resources department bears full responsibility for the diversity and development of administrative strategies and work to develop the performance of employees. This leads to positive direct and indirect results on the performance of employees and affects the organization as a whole.

The employee is an integral part of the organizational or institutional entity. Through its effective role in organizations, human resources management seeks to obtain highly qualified employees and retain them for long periods. This provides employees with job security and gives the organization a competitive advantage, which is considered one of the most important reasons for survival and continuity (Foruzandeh, 2022). The human resources management is a broad administration that carries many responsibilities that serve the employee and improve his performance. In addition, one of the most important roles of human resources is planning and good use of resources in order to improve the overall performance, whether of the employees or the organization. Thus, many important functions that affect performance can be included, such as strategic recruitment, training, motivation, and providing good work benefits to employees. Moreover, compensation, creating competition among employees, continuous growth, complete effectiveness through results, and relations between management and employees are fundamental. There are various roles that human resources management provides in terms of developing, improving, and building prosperous societies through methodologies, organizational rules, and regulations issued by the administration (Collins, 2021; Lombardi, Manfredi, Cuzzo, & Palmaccio, 2020).

Human resources management is key in correcting the problems with the shortage of employees and labour turnover in organizations. Economic conditions also play a role in the rate of labour turnover in the market, resulting in a shortage of skilled employees (Kant & Tufa, 2022; Usmani et al., 2022). According to the researchers (Jiang et al., 2012; Subramony, 2009), there are three types of management practices in human resources. The first type is the practice of enhanced human resources management (training, employment, and development), the second type is the practice of human resources management in opportunities (participation and competition), and the third type is the practice of motivating human resources management (motivation and compensation). These practices primarily aim to achieve high levels of employee performance. Human resources management practices should be viewed as signals to improve the organization's performance through the performance expected from employees (Purcell & Hutchinson, 2007). Therefore, the employees' actions and behaviour depend not only on the environment around them, but also on what the employee perceives of this environment and what it can offer him (Guest, 1999).

(Triansyah et al., 2023) indicates that there is a positive and direct impact of human resources management through the factors that management uses, such as motivation, rewards, career opportunities, professional training, and employee benefits that enhance employee loyalty and thus achieve high performance and satisfactory results. Several studies show that human resources management has a positive and direct relationship with employee performance and is considered supportive. It ensures employees are given a safe and stable work environment that stimulates productivity, Callaghan and Papageorgiou (2014); Patterson et al (2010); Al-Maaitah et al. (2015).

This research analyses, collects, audits, and monitors the results of the last 18 years on the effects of human resources management on employee performance through certain factors, such as motivation, training, compensation, and competition, through a systematic review of the literature. According to (Combs et al., 2006; Liao et al., 2009; Takeuchi et al., 2009), paying attention to the performance of employees and providing everything that improves and develops them is key under human resources management.

This scientific research addresses the following questions:

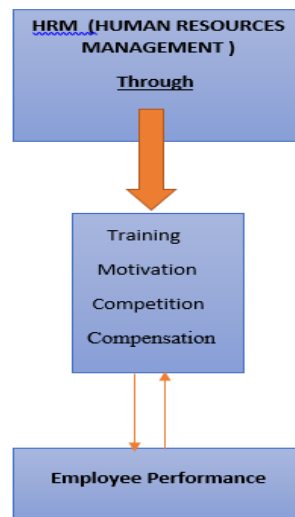
- What is the role of human resources management in organizations?
- What is the extent of its direct and indirect impact on the performance of employees?
- Does human resources management positively affect employee performance?
- Can employee performance affect human resources management in organizations?
- Is there a positive or direct effect of human resources management on the performance of employees in the educational sector?

The research addresses these questions by providing information that explains the complete picture of the roles required of management and the employee alike. The study contribution stems from the fact that the study is unconventional and not widely done in the field of business; hence, will enrich knowledge and social sciences.

2 RESEARCH FRAMEWORK

The research model of the systematic literature review is represented in Figure 1. In this research, the questions presented in the introduction section are sort to be answered. The research model presents the relationship between human resources management and employee performance and the extent to which the two variables influence each other through several factors such as motivation, training, compensation, and competition.

Fig 1. Research model



Source: Authors own illustrations

Human resources management (HRM) is considered an important element of the elements that build and destroy institutions, regardless of their type. Therefore, it is one of the topics of great importance in scientific research. On the other hand, management is a complete, hierarchical, integrated body that is affected and influenced by its individuals inside and outside the institutions. Through this, employees can be considered another important element within the institution or organization, regardless of its activity.

This model is definitely not considered the best in its entirety, but it is considered a step towards updating the existing data and our continuous research into developing the quality of management and thus improving the organization and the individuals working in it. Over a while, from my neutral point of view, scientific research in the field of management has become routine and follows one approach, specific research methods, traditional methods, and an exhaustive topic, or is it researched with a comprehensive approach that enriches science and benefits the external environment? In all humanities and social sciences, the relationship between any two things is a reciprocal relationship that depends on give and take (Rivai & Sagala, 2009). Therefore, we will expect from here an impact on institutions and individuals through management and vice versa.

In scientific research, systematic literature review is used continuously and at frequent intervals. When we compare traditional literature reviews with systematic reviews, we will find a difference in objectivity, methodology, and reproducibility between them, and it is also used in experimental studies according to (Weed, 2005). Systematic literature reviews (SLR) have appeared in many different fields, such as medicine, health care, and even management and politics, where the objectivity and credibility of their results are validated when collecting evidence and data, according to (Cook et al. 1997; Tranfield et al. 2003). This method is usually used for its simplicity, comprehensiveness, clarity, and ease of access to data and reports from different, neutral sources. In the end, "a literature review is comprehensive research of a specific topic and goal based on relevant studies, and later it is arranged and collected scientifically," (Klassen et al. (1998).

HRM, according to Mathis and Jackson (2000) is the development of a system within organizations, whatever their orientation, efficiently and effectively, using human creativity to achieve the organization's long- and short-term goals. Human resource management is difficult to define directly. Human resource management is typically defined in a handbook as the management of the organization's employees (Scarpello and Ledvinka, 1988, p. 4). Armstrong (2000) defines human resource management as strategic personnel management with a concentration on human resource acquisition, organization, and motivation.

Human resource management responsibilities include training, motivating, compensation management, giving appropriate benefits to employees, and fostering growth and effectiveness between management and employees (Othman and Abdullah, 2016). It also includes approaches and policies for improving organizational and global effectiveness. Level of participation and output (Asifa and Kant, 2022; Khan and Abdullah, 2019)

Motivation: is a word that goes back to Latin origins and is interpreted as movement. According to the researcher (Weiner 1990), motivation is the rapid movement to obtain something. It is also an internal state that controls actions to achieve a specific thing or goal. This motivation can be internal or external. (Weiner 1990). Motivation can be described as an individual's willingness to exert effort toward a specific set of activities. Motivation can influence an employee's willingness to attend a training program in a training scenario.

Compensation: It is anything material or moral that is provided to employees. It benefits the employee if he achieves certain results during his work period. These compensations can be in several forms and several direct or indirect ways. Compensation can take several forms, including wages, bonuses, and other awards. Salary is a type of incentive granted by a company to its employees in the form of money in exchange for contributions made by the employees to the firm for it to achieve its goals (Kadarsman, 2012).

The company's compensation level is critical because it influences the company's capacity to attract and retain personnel with competence and a competitive position in the product market. Allowances are extra funds provided by a corporation to its employees (Kaderisman, 2012). This allowance is offered to employees as a kind of corporate social responsibility and service to provide a sense of stability in their financial necessities.

Employee performance: (Sinha,2001) defined this as the ability that prompts the employee to do something more than normal based on the extent of his readiness within the work environment to achieve a specific goal in a shorter time than what is required of him. According to Chien (2015), a successful organization requires workers who are willing to go above and beyond their normal job responsibilities and offer performance that exceeds goals. Today, knowledge is seen as a key commodity for improving performance, particularly employee performance, to achieve a good performance.

3 METHODOLOGY

3.1 SEARCH STRATEGY AND DATA SOURCES

The systematic literature review method was employed in this study, which is a secondary study methodology in which all relevant papers relating to an area of study domain are located, explored, and interpreted (Webster & Watson, 2002). The systematic literature search was completed by searching papers that addresses the relationship between HRM and employee performance from the several databases, including Science Direct (Procedia social and behaviour sciences), Research Gate, Academia, Google Scholar, Google and several international journal specialists on human resources management, See Table 1.

Table 1: Name of Several Journals Use it As Sours For research

No	Name of Journal
1	The International journal of human resources management
2	Goodwood publishing (annals of human resources management research (AHRMR))
3	The Lancet Journal
4	SAGE Journal (Journal Of Management)(Southern Management Association)
5	European Journal Of Business And Management
6	IISTE (International Knowledge Sharing Platform)
7	BMC (Human Resource For Health Journal) (Part Of Spring Nature)
8	Journal Markount Finance
9	EMERALD INSIGHT (Journal Of Advance In Management Research)
10	DINASTI PUBLISHER (Dinasti International Journal Of Education Management And Social Science
11	Journal Of Health Technology Assessment)
12	IJMR (International Journal Of Management Review)(British Academy Of Management)

Source: Authors own illustrations

Through previous sources and journals, the relationship between human resources management and employee performance (in the educational sector) and the extent of their influence on each other was searched. These sources narrowed the search process to obtain the largest amount of previous studies

related directly or indirectly to the subject of the study, and also the use of search words that help in database searches, such as the abbreviations HRM and employee performance, are used as keywords. Sub-words are used that increase the chances of finding information, such as employee outcomes, organization performance, and branches of HRM , such as training, motivation, compensation, and competition, see Table 2.

Table 2: Type of word sources

Keywords	HRM - Employee Performance
Sub -word	Employee Outcome Organization Performance Human Resources Knowledge Training And Motivation Compensation And Competition

Source: Authors own illustrations

3.2 INCLUSION AND EXCLUSION CRITERIA

The papers and articles picked for this systematic review should include the following:

1. Research in the field of HRM and the extent of its impact on employee performance.
2. Studies published in English during 2005 - 2023.
3. Articles whose sample consists of employees, supervisors, managers, teachers, and employees working in various organizations. In these studies, published master's theses were included.
4. The issue of HRM in all its types and characteristics and its impact on the organization-based performance of employees. This study is considered a type of administrative research.

Articles that fail to find a relationship between the mentioned variables (HRM and employee performance) or negative relationships are excluded, as well as studies that are not sufficiently relevant to the study, or that do not contain sufficient results or discussions, or studies that do not contain the main required elements.

3.3 SAMPLE

The sample is based on the main and sub-words mentioned previously, and accordingly, more than 26 articles were collected. However, after review and analysis, repetition and unclear data were removed and did not rely on clear explanations, in order to ultimately obtain 18 samples from different places that met the initial inclusion criteria. The sample included business organizations, educational institutions, and organizations with different businesses in various public and private sectors, and the sample size varies depending on the data collected.

Although the focus of analysis in all studies and research in HRM and the extent of its impact on the performance of employees, for example, managers, teachers, and company employees of all positions, all of these levels, depending on their job title, are classified in the research as "employee performance" - for example, simplicity, not excellence.

Table 3: General information

Type Of Data	Secondary data
Area Of Study	Northern Cyprus (NC)
Participants	Employee
Sample size	Total study before exclusion =26
	Total study after exclusion = 18
Study published years	2005-2023
How Collected	From reliable previous studies collected from several websites and journals, which were detailed during the research

Source: Authors own illustrations

In this research, the sample size and its size were determined, as human resources management included 4 studies. The employee performance included approximately 6 studies. Moreover, 8 studies targeted both variables (HRM and employee performance). To study the extent of management's influence on employee performance.

Through the research method used, some hypotheses are expected by knowing the extent of the impact of HRM on the employee's performance, whether he is a worker in a private or government sector. It affects and is affected by the factors surrounding it and the internal factors of the administration. Most studies look at one aspect, which is the impact of management. On the employee, but it is also possible to expand the scope of research to become the opposite. In addition, there is a routine and habit of using duplicate research methods and duplicate variables or taking the superficial aspect of administrative terminology.

In the end, we find that scientific research relied on secondary data collected from many sources that were mentioned and detailed previously. Systematic literature review is used in management research because this field is broad and contains many branches. The greater the volume of knowledge in this field, the easier, more accurate and reliable all the data becomes. More importantly, some researchers point out the importance of reviving the methods of systematic reviews by specifying management scale items Aini, Q., Zuliana, S. R., & Santoso, N. P. L. (2018).

On the other hand, task performance can be measured by various measures of extra-role performance (McNeely & Miglino, 1994; Van Dyne et al., 1994; Morman and Bleakley, 1995; Smith et al., 1983). Williams and Anderson (1991) developed the scale to measure task or employee performance, which was by later expanded in the Chinese context by Hui, Lu, and Chen (1999).

4 RESULTS AND DISCUSSION

The main results through the analysed studies and articles are as follows (shown this in Table 4)

Human resource management has a direct and indirect impact on employee performance. It has been supported by most, if not all, of the research that these 18 publications have selected and collected, and they have all agreed that there is, in fact, a positive direct and indirect relationship between human resource management and employee performance through several factors including training and motivation. Compensation, competition and efficiency as well. Moreover, employees perform their best when they are treated right. This conclusion is supported in practice by all publications that show that performance improves when employees are treated well and provided with a safe environment and through good and effective management. Effective management that has direct communication with its employees in all their situations through control, monitoring, observation and continuous support in the end for every good interaction as a result. Satisfactory to all parties. As expected, the effects of management on employee performance are moderated by loyalty, trust, commitment, and competence. The theoretical contributions made by this study to the relationship between human resource management and employee performance are good, effective, and serve science shortly.

Table 4: Result data table of included articles. Compiled by the Author

Author/year	Content of sample	Results
Bhattacharya, M., Gibson, D. E., & Doty, D. H. (2005).	HRM	A positive and indirect relationship between human resources management and employee performance through mediating factors such as employee behaviour and employee skills
Patterson, M., Rick, J., Wood, S. J., Carroll, C., Balain, S., & Booth, A. (2010).	HRM and Employee performance	human resource Management influence positively and directly affects employee performance (employee performance = performance outcomes)
Van De Voorde, K., Paauwe, J., & Van Veldhoven, M. (2012)	HRM and employee performance	A positive and indirect relationship between human resources management and employee performance through well-being and the organizational performance of the organization

Decramer, A., Smolders, C., & Vanderstraeten, A. (2013).	Employee performance	A positive and indirect relationship between human resources and employee performance through the mediator management culture and management satisfaction in the educational sector.
Callaghan, C. W., & Papageorgiou, E. (2014)	Employee performance	The positive and direct impact is significantly related to student (employee) performance.
Al-Maaitah, D., Mutalib, M. A., Zumrah, A., & Al-Maaitah, T. (2015).	HRM	A positive and indirect relationship between human resources management and employee performance through intermediary factors such as the influence of the organization's performance that is reflected in the employee's performance.
Gile, P.P., Buljac-Samardzic, M. & Klundert, J.V (2018)	HRM and employee performance	Human resource management effect directly and positively on four categories of performance (employee - individual - team, and organization)
Al-Twal, A., Rowlands, H., & Cook, C. (2018).	HRM and Employee performance	A positive and direct relationship between human resources management and employee performance (in academic institutions)
<u>Atatsi, E.A., Stoffers, J. and Kil, A.</u> (2019),	Employee performance	A positive and indirect relationship on employee performance through sub-factors of human resources management, such as leading members, organizational behaviour, and learning innovation.
Boon, C., Den Hartog, D. N., & Lepak, D. P. (2019).	HRM	Indirect and positive relationship between human resources management and employee performance through intermediary factors such as organization performance, HR System Levels and Appropriate Measurement
Sinaga, S. P. H., et al (2020)	Employee performance	Knowledge management and HRM effect positively and directly on employee performance
Putra, M. R., & Gupron, G. (2020).	Employee performance	Human resources management (motivation) effect positively and indirectly on employee performance
Ohud .A. Altalhi (2021)	HRM and employee performance	Human resource Management influence positively and directly affects employee performance
Jeske Van Beurden, Karina Van De Voorde & Marc Van Veldhoven (2021)	HRM and Employee	A positive and indirect relationship of HR on employee performance through the mediator and personal perceptions of HR
JeroenG. Meijerink, Susanne E. Beijer & Anna C. Bos-Nehles (2021)	HRM and Employee performance	Human resource Management influence positively and directly affects employee performance
Adula, M., Kant, S., & Birbirs, Z. A. (2022)	HRM	Human resource Management influence positively and indirectly affects employee performance through organizational performance
Triansyah, F. A., Hejin, W., & Stefania, S. (2023)	Employee performance	HRM Factor(motivation, environment, competence) influence positively and directly affects employee performance
Abuhantash, A. (2023).	HRM and Employee performance	Positive and direct impact of human resources management on improving employee performance through monitoring and management

Source: Authors own illustrations

The results of the systematic literature review revealed HRM has a clear positive and direct impact on employee performance. Through examination and analysis, we find out the interconnection between the elements of management in human resources, which appears through employee behaviours (productivity, efficiency, and self-learning). When we create good management, you will get innovative, responsible, creative, and loyal employees.

On the other hand, some studies assume that the effects are indirect, indicating a lack of sufficient influence from management on performance. Discussions and methodological studies still differ between supporters and opponents, but despite this, the positive and direct effect remains the most evident in current studies.

Through previous research, the relationship between human resources management and its ability to control employee behaviours through the factors discussed, which leads to good and satisfactory performance of employees, is shown. This positively affects the entire performance of the organization and thus

achieves its goals in the short term and also in the long term, and this creates A positive image of the organization in its surroundings and outside its borders.

5 CONCLUSION

At the end of the research, we conclude that the relationship between human resources management and employee performance is generally positive and direct. As employees are an important factor in the success of the organization, and the role of human resources management is also more important in how to use these resources and capabilities to enhance the effective participation of employees in the organization, which makes them more productive and better in performance. Perhaps there are some weaknesses since some studies have shown an indirect relationship between the variables. However, this does not indicate a negative relationship or a bad relationship, but this criterion differs between organizations according to the type of management, the type of planning, and the size of the organization, but this does not affect the reliability of the research. There is a close connection between the parts of management and each of its elements complements the other. There is significance influence of human resources management on employee performance. There is significant effect of employee behaviour on human resource management practices. There is a strong effect of the motivation component on employee performance (positive and direct). There is an effect of the training component on employee performance (positive and direct). There is an effect of the element of competition on employee performance (positive and direct). There is an effect of the compensation component on the employee's performance (positive and direct). The role of the employee's performance is considered important in the organizational process to achieve the organization's goals. Both the employee and management are considered partners in the process of achieving profits for the organization. It is suggested to study several other factors that may affect the performance of employees in the future.

5.1 FUTURE STUDY RECOMMENDATIONS

There is still a need for more research on human resources management, as it is a basic element in management and is broad and contains many factors that need to be studied for the purpose of developing and improving it.

There is also still a need for studies that use a different approach than the usual approach in human resources studies and study the differences from a cultural, social, and also ethical perspective, for example, that affect the performance of employees.

There is still a need for studies that lead to the discovery of a new dimension in the field of business and human resources by taking into account recent changes and the effects occurring in the tool of organizations or institutions, whatever their direction.

5.2 POLICY RECOMMENDATIONS

Choosing the systems used by human resources, management economically affects the performance of organizations, and this is in the opinion of many of the researches that were mentioned in this article or that were not mentioned. There is no magic solution to determine the best practices that must be implemented to obtain effective performance from employees, but there is a set of policies that are compatible with the labour market and the needs of employees, which solves part of the problem.

Studies of this type can modify organizations' policies on several systems, such as:

- Wage and compensation systems policies (giving additional benefits to employees such as bonuses, rewards and incentives in an organized, scheduled manner and through clear laws).
- Policies of training and development systems in organizations and employment policies by focusing on what directly affects the performance of employees and dealing with it seriously (by adopting systems that help obtain the best skills from employees, such as developing personal interview systems, and it is also possible to create pre-employment training systems and courses that end with employment).

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