



The Effect of Human Resource Management on Employees and Business Performance: An Environmental Perspective

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ABSTRACT: The impact of human resource management (HRM) on organization efficiency is analyzed in this article. The key aim was to analyze the literature in the area of human resources management and business performance critically and systematically, culminating in a succinct literature review. A body of literature discusses the human resources management and business performance relation, so there was plenty of space for a detailed review of different articles. To be more accurate, eighteen articles from several stages in the review process were reviewed. The outcome indicates a positive relationship between human resource management practices and overall business performance. Additionally, human resource management positively influences worker wellbeing, competitiveness, and organizational environment. Indeed, there is a good chance that good human resource management practices are not the cause but the effect of good business performance. This topic is introduced and elaborated in the current article. This systematic review paper is rightly based on the information obtained from the data collected and the findings derived. Finally, the paper should be regarded as a preliminary study in the field of human resource management activities and their influence on performance of business for further research.

KEYWORDS: Human resource management; Business strategy; Resource-based view.

1. INTRODUCTION

Human resources are known to be a key element in evaluating the performance of the overall operating structure and organizational growth (Ployhart, 2021). Human resources management is a major determinant of the success of organizations. Superior human resources seem to be very difficult for rivals to replicate, unlike other resources. As much as conventional competitive advantage outlets are (Zia et al., 2025). A professional, inspired, and agile workforce has become increasingly necessary and has declined in importance (Sirwan, 2024; Van Tuan and Nguyen, 2012). The impact of human resource management on business performance. The key aim of this was to explore the literature relevant to the specific area of human resources management and business performance in a broad and systematic manner, leading to a brief review (Bakator et al., 2019). The connection between human resource management and business performance is one of the key subjects in the area of human resources management. A growing body of literature covers the argument that the adoption of High-Performance Work Practices (HPWPs) will enhance workers motivation by increasing the capabilities, knowledge and abilities of the current and potential employees of an organization, Minimizing shirking and increasing the retention of great employees while encouraging non-performers leave the organization (Hameed et al., 2019; Riyanto et al., 2021).

There is a proven connection between appropriate human resource management and business performance improvement. Training and internal career opportunities, in particular, have positively impacted product and service performance (Mohammad et al., 2021; Ismaeel et al., 2019). As a central player in the growth and production of highly efficient employees, human resources management is at the forefront of the discussion on the productivity of industries (Yaqub, 2025). From this background, different studies have attempted to link human resources management systems or activities to factors of business performance. However, we are not dealing with a clear correlation and easy confirmation (de Brito and de Oliveira, 2016). The business performance analysis contains problems related to the relationship between the theoretical approach and the concept's practical observation (Nudurupati et al.,

2021). Organizational performance is a multidimensional and dynamic concept whose unnecessary simplification will preclude the measurement of the effects of management (Yaqub, 2024).

The Resource-Based View (RBV) sees the business as a set of fungible resources that are produced internally or in collaboration with another company in a specific and idiosyncratic way (Salih et al., 2019). Any of the features that render them rare and impossible to replicate are the time and social difficulty involved in the production of resources. Valuable tools are not readily repeated by rivals in a competitive approach since they are the product of a particular path of growth. There is, however, a causal uncertainty between resources and performance since their correlation with performance is not explicit or direct. Inside the enterprise and its relationship with an evolving and unpredictable world, capital and skills add attention. Within this business-environment relationship and the growth of capital and responses superior to that of rivals, competitive advantage is built (Brito and Oliveira, 2016). According to the resource-based view, an organization's human resources will lead to superior success and become a source of sustainable competitive advantage as long as they are important, rare, and difficult to imitate when we recognize the importance of a highly-skilled workforce, the relative shortage of qualified specialists, human resources have the potential to contain these qualities (Sirwan and Harun, 2024; Harun et al., 2018; Crook et al., 2011). This study aims to examine the existing body of research that has seen significant growth in recent years about the association between human capital management and organizational effectiveness (Yaqub, 2024).

2. LITERATURE REVIEW

The body of research investigating the correlation between Human resource management and business performance has expanded exponentially over the past few years (Hussein et al., 2025). Although a significant relationship has been revealed somewhat consistently in much of the research on the relationship between Human resource management and performance, some recent debates have emerged about the importance of various approaches to studying this phenomenon (Salih et al., 2019).

Human resources of a company are said to be one of the shoulder assets that contribute so much to the working of an organization. Most industries have long recognized human capital as an asset. Thus the last decade saw the human capital of their enterprises being cared for as an entity through the personnel department, which is merely a small segment of the enterprise, whereby it is being managed in the last decade in the organization for adding worth to their human resources. Human resources management (Ismael, 2024; Pfeffer, 1998) The process of human capital management Human resource management represents the single most important element in the development and formation of an extremely effective workforce; at the very heart of the debate on business competitiveness is human resources management (Lepak et al., 2006). Moreover, encourages individual motivation in the workplace, experience, talents, abilities, and employee contribution opportunities (Jiang et al., 2012). Also, it increases product quality, reduces manufacturing costs, and increases innovation rates (Hameed et al., 2024; Saha, 2018). If human resources are well managed, they will contribute to the company's success. Through the implementation of sound human resources management practices, effective human resource management is possible (Akhter et al., 2013).

It is essential to know that the terms of business performance, organizational performance and company performance apply to the same structure that includes one or more of the following components: productivity, worker skills, organizational productivity, Turnover, organizational culture, financing, organizational efficiency, job security, organizational creativity, innovation in strategy, recruiting process, acquisition of expertise, strategy performance, personnel management, staffing, development of employees, employee cooperation and worker well-being (Hameed, 2024; Bakator et al., 2019).

When describing the effect on business performance of people management activities, more recent scientific research on human resource management practices revealed six underlying company performance human resource management practices, namely training and development, teamwork, compensation/incentives, human resource planning, performance management, and employee safety help boost the market efficiency of companies including the morale of workers, product quality, and stability of companies (Abdullah et al., 2009).

The structure of this research includes the six variables of human resource management practices that affect the performance of the worker, which include Training and Development, Career development, Performance appraisal, Compensation and motivation, Work-life balance, and Leadership styles (Salih et al., 2020).

Training as one of the human resource practices is directly connected to organizational performance; it is one of the value systems as a way to enhance the performance of the employee's current job (Abdallah et al., 2021). Employee performance depends on multiple factors, but training is the most significant factor in employee performance (Hameed and Sirwan, 2019).

Career development is a self-development operation carried out by an individual to understand his career plan, while career development is personal changes made to achieve a career plan (Yaqub, 2024). It can be inferred that career development is an undertaking to carry out career planning to improve the personal future so that life can be better. Job advancement is also perceived to greatly influence employee performance (Ismael et al., 2019; Manggis et al., 2018), so it will make it easier to recruit new workers, retain and even improve employee performance, because higher productivity will get the company higher profits and in turn have a lot of revenue for the company (Yaqub, 2024). Career planning is a method that aligns strategy with future human

requirements and enables workers to aspire to personal growth. By - employee involvement, the organization would benefit from an improvement in employee productivity due to improved job performance (Marwat et al., 2006).

From an organizational viewpoint, the critical purpose of performance appraisal is to assist managers through constructive reviews to make correct decisions on compensation, promotions, training, and motivating employees (Ameen and Baharom, 2019). The training and development of their career based on performance appraisal were viewed by workers, which could be considered a reward and can inspire them to work harder. Moreover; training has a positive effect on motivation and work performance (Yaqub, 2024). The aim of the performance appraisal is not only related to the training of staff, but also administrative decisions. Among administrative decisions directly influenced by performance, an appraisal is a promotion and financial incentive (Al-Jedaia and Mehrez, 2020).

Compensation plays a major role in influencing the organization. Gomez et al, (2006) identified that two dimensions of pay and fringe benefits are included in employee compensation. This includes compensation or cash pay, the direct pay paid to employees for their job performance salary, extra pay, financial assets, and uniform payments (Yaqub, 2024). Compensation based on performance includes merit awards, incentive pay, bonuses, and gain sharing, while fringe benefits include social safety, health insurance, retirement funds, compensated time off, and so on. In general, the compensation system directly affects the performance of employees and work satisfaction (Baledi and Saed, 2017).

Many scholars have defined the knowledge of work-life balance, and for the majority, work includes the location of official tasks to be performed by individuals whereas performing a particular job. Life, therefore, requires a range of tasks not related to employment, for example household chores and care for children (Salih et al., 2021). Balance is reached with this regards when harmony occurs between work and life. The concept of Work-life Balance has been seen as essential for both organizations and individuals over the past decades, and it has been found to contribute significantly to improving employee productivity, which in turn has a positive impact on organizational performance (Adnan Bataineh, 2019). For employers, the effects of poor work-life balance will be bad Performance, absenteeism, sick leave, and greater turnover of staff, costs of recruitment and training (Mendis and Weerakkody, 2017).

The research conducted by Okyere (2017) indicated that there is sufficient evidence of leadership styles in small businesses. It has also arisen that between leadership style and firm performance, there is a positive correlation. Thus, effective leadership style practice can improve business performance (Salih et al., 2025).

3. ENVIRONMENTAL ISSUES IN HRM PRACTICES WITHOUT POINTS.

Integrating environmental issues into human resource management (HRM) practices requires a strategic approach that aligns sustainability with employee engagement and business performance (Palani et al., 2025). Organizations increasingly recognize that HRM can play a pivotal role in fostering environmental responsibility, not only through policy implementation but also by shaping corporate culture (Rahman et al., 2021). Green HRM involves incorporating eco-friendly practices into recruitment, training, performance management, and workplace policies, ensuring that sustainability becomes an integral part of daily operations (Muhammad et al., 2025).

Recruitment strategies can prioritize candidates with strong environmental values, ensuring that new hires align with the company's sustainability goals (Abdlaziz et al., 2025). Organizations can also incorporate green criteria into job descriptions and performance evaluations, encouraging employees to contribute to environmental initiatives. Training and development programs are crucial in building awareness and equipping employees with the knowledge and skills needed to implement sustainable practices (Hamasalih et al., 2025). These programs can range from energy conservation workshops to eco-friendly work habits, fostering a workforce that actively participates in sustainability efforts.

Workplace policies that promote sustainability, such as remote work options, paperless operations, and waste reduction initiatives, can significantly reduce a company's environmental footprint. Performance management systems can integrate sustainability goals, rewarding employees who contribute to green initiatives. Additionally, HRM can collaborate with leadership to embed environmental responsibility into corporate values, ensuring that sustainability is not just an operational goal but also a core part of the organization's identity.

Despite the benefits, integrating environmental issues into HRM faces challenges, including employee resistance, cost constraints, and the need for cultural change. Some employees may observe sustainability creativities as extra weights, making effective communication and engagement strategies essential. While initial investments in green technologies and training may be costly, the long-term benefits—such as cost savings from resource efficiency and enhanced brand reputation—often outweigh these challenges.

Ultimately, HRM plays a vital role in driving sustainable business performs by development a culture of environmental responsibility (Palani et al., 2025). By embedding green policies into HR functions, organizations can enhance employee engagement, improve operational efficiency, and achieve long-term business success while contributing to environmental preservation (Salih, 2021).

4. CONCEPTUAL FRAMEWORK

It is clear, based on the reviewed literature, that human resource management practices influence the organization's performance as well as the employees' performance. The researcher has now only discussed the impact of human resource management practices on the performance of employees, which is the main theme of the study (Ali et al., 2024). A theoretical framework has been established to understand the impact performance of human resource management practices (Fatah et al., 2025).

The structure indicates that the performance of the worker is affected by human resource management practices (Training and Development, Career development, Performance appraisal, Compensation and motivation, Work-life balance, and Leadership styles).

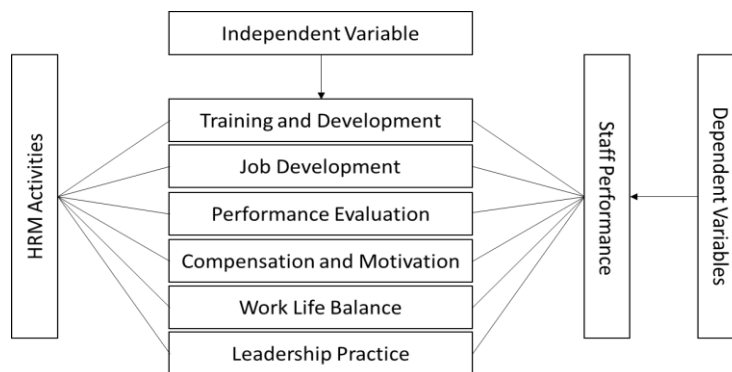


Figure 1: The Conceptual Framework Schematic Diagram

Due to the present situation, companies emphasize and use one specific developmental HRM practice: Performance Appraisal, which possibly affects the quality and performance of the business (Aivas et al., 2025). It has been used as a mechanism in the performance appraisal process to boost the performance of workers, assign incentives, and improve skills. Also, the company can identify the growth criteria of employee talents (Yaqub, 2019). In today's modern world, most companies stress workforce preparation and growth activities as one of the human capital practices that are essential for workers' corporate dedication to engagement. To an organization, workers are considered essential assets (Salih, 2018). Therefore, engaging in initiatives such as training and development to increase their competency and success is important for organizations. Via a variety of training and development activities, research and development deal with increasing and upgrading the expertise, abilities, competencies, and experiences of an employee. To increase efficiency, corporate competitiveness, and results, it is important to provide workers with the requisite knowledge and skills in today's competitive world (Fatah et al., 2025). Training can be defined as an employee's organized and structured effort to achieve optimal output in a task or practice spectrum (Sirwan, 2024; Kadiresan et al., 2015).

The term compensation reflects the trade between workers and company, each giving something in return for something else (Yaqub et al., 2024). In the past, wage problems were mostly private and controlled by the priorities and choices of each boss. However, wage practices are more open in today's dynamic environment and employers make their own decisions depending on the compensation plan (Abdulrahman et al., 2025). Attempting to balance the cost of compensation and attracting workers has since become the institution's most critical priority (Bhattacharyya, 2014). Compensation In return for the job they achieve for company, salary is the combined cash and non-cash payments that give to an employee. For organizations with staff, it is normally one of the main expenditures. Compensation is higher than the normal paying salary of an employee (Mohammed et al., 2020).

More often than not, workers need the kind of motivation to be comfortable about their work and do their best. Money drives some employees, while for others personally; praise and incentives are a motivating factor. How motivated workers are internally has a significant impact on their productivity. Individuals, who are inspired and passionate about their jobs perform their duties to the utmost of their potentials and therefore, production capacities are enhanced (Ganta, 2014). Motivation can be defined as a force that actually activates, directs, and maintains human behavior. In HRM, the term indicates the attitude of the person to perform the best of the work and make the maximum effort in executing the execution responsibility. Getting a decent quality of work-life, (QWL) helps to motivate people. A worthy balance of work-life means that both office work and family can be provided quality time by an employee.

5. PROCESS FOR DATA/ REVIEW COLLECTION

This review was studied via the previous studies, concerning the year of publication, there were no specific restrictions. Likewise, the journal issue, volume, and number were not taken into account, as the results obtained would not be affected by this. Dates from 2003 have been reviewed, and the latest is from 2019.

Results:

N	Researcher	Results	Research details
1	(de Brito, & de Oliveira, 2016).	The data revealed a dearth of research conducted at this particular junction. Only 16 out of the total 2,469 papers, which accounts for a mere 0.6 percent, attempted to establish a correlation between human resource management and organizational efficiency. The study revealed that there are notable advantages in terms of financial and efficiency factors associated with separate human resource operations that do not acknowledge human resource management as a comprehensive framework, as well as organizational performance metrics.	Theoretically, the research addresses human resource management's significance for resource development and its effect on business performance. The study reviewed papers published in Brazilian scholarly journals that discussed these relationships empirically.
2	(Glaister et al., 2018)	The interaction between human resource management activities, employee performance, training and skills growth, recruiting process, and overall company performance was explored in this study. It was inferred based on the findings that productive human resource management techniques have a favorable relationship with the total happiness of workers and company efficiency.	The survey had been sent to 800 Turkish firms with no fewer than 50 staff members. 198 businesses answered with qualifying surveys.
3	Wright et al. (2003)	The study showed that both organizational participation and human resource activities were substantially linked to performance operational measures as well as operating expenses and profits before tax.	The sample consisted of a major food service company's 50 business units. The study used the survey responses from three core workers, M&A (salespersons), delivery drivers, and warehouse staff in each of the business units.
4	Marwat et al (2006)	All the variables correlate positively with the performance of workers. Including performance appraisal (0.47), training (0.66), compensation (0.67), selection (0.62), career planning (0.29), the participation of workers (0.56), and job definition 4(0.34), In a nutshell, all checked HR activities are having a significant relationship with employees' performance.	Human resource executives of telecom firms are an example of this research. The sample size chosen is 60 and 58 of the total distributed questionnaires are returned. A response rate of 96% is.
5	(Farouk et al., 2016)	The study found that human resource management correlates favorably with organizational innovation, increased progress in practice, and the organization's overall performance.	The survey included 165 banks from the United Arab Emirates. 23 issues surrounding human resource practices were assessed in the study.
6	(Bartra et al., 2007)	It was proposed in this study that positive correlations occur between human resource management functions and cost-effective performance. Furthermore, the findings showed that, in comparison to male workers, females showed higher rates of negative interaction about human resource management. Such organizational variables as clarity of strategic objectives, business experience, and organizational culture also affect the understanding of the performance of human resource management.	The research was conducted in Victoria, Australia; The data was gathered through a survey of 132 healthcare facilities.
7	(Foss et al., 2015)	This comprehensive paper explored those workers who are praised for their hard work are more likely to exchange expertise, thereby encouraging employees to implicitly improve productivity through knowledge-sharing human resource management.	6 Danish vehicle parts production firms with more than 18,760 workers, 8,855 of whom were interested in the study. The data was collected by surveys.
8	Abdullah et al, 2009	The results of regression showed that training and development, teamwork, compensation/ incentives, human	The primary method of data collection was used to collect data for this

		resource preparation, performance assessment, and safety of employees have a positive and important effect on business performance except for compensation/incentives and safety of employees.	analysis via a personal questionnaire. For this analysis, a convenient sample of 159 private companies was selected because of the cost constraints. In a randomly selected private business organization in Selangor, Malaysia, one qualified data collector addressed possible respondents. Of the 159 respondents who decided to complete the survey, however, due to uncompleted responses, 6 were removed; the final sample was 153 for a 91.45 percent successful response rate.
9	(de zubielqui et al., 2019)	Modern human resource management activities have been found to have moderate significance when it comes to creativity and company performance.	1204 Australian Company Registry firms were surveyed. Three financial years from June 2010 until June 2013 were included in the data collected.
10	(Bučiūnienė & Kazlauskaitė, 2012)	The study indicates that human resource management, corporate responsibility, and business performance are related. Also, the strategic position of HRM has been shown to have a positive effect on corporate success and financial performance.	Data were obtained from 119 medium-sized and large businesses hiring over 100 employees.
11	Mahadevan and Mohamed (2014)	It concluded that there was a significant correlation relationship and the effect of training and compensation plans on workers' performance, while employee engagement has had less impact on employee performance.	In a Malaysian telecom major, this study was undertaken to identify the effect on workers' performance of human resources practices (training, compensation, and employee participation). To test the hypothesis, samples were gathered using questionnaires from 102 employees.
12	(Gile et al, 2018)	The result shows that four distinct categories of performance results are affected by human resource management: individual workers, team, organization (as a whole), and patient results.	In the research following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses, we conducted this systematic literature review (PRISMA).
13	(Gelade and Ivery, 2003)	It was noted in this study that there is a partial correlation between human resource management, organizational environment, and performance. Working overtime, scheduling, and professional development of workers were the key components of the human resource management variable.	The sample for this study consisted of 137 brand managers Groups which reflect a cluster of branches of banks.
14	Hameed and Sirwan, 2019	This study shows that training positively affects the performance of beekeepers. It is recommended that more job-specific training programs for beekeepers be developed. Because once beekeepers learn all that and master those skills, oh, they will be more than able! Additionally, it should be recommended that the training content is delivered in a contemporary manner.	Due to the impossibility of collecting data for the full population, the study's target sample is 85 beekeepers in Sulaimani governorate - Kurdistan Region of Iraq, and participants were chosen via a random selection procedure using a quantitative methodology based on participation in a training course.

6. CONCLUSION

The effect of human resources management activities on business performance has been explored in this review. Furthermore, it analyzed the overall beneficial outcomes of human resources management. Now, the conclusions of this current systematic review appear to suggest that human resources management has a strong association with business performance. The majority of the papers received indicated that there is, undeniably, a correlation between good human resources management practices and other indicators of business performance. By comparison, two pieces of literature have demonstrated that human resource management has a moderate impact on the business performance of companies, and influenced by business strategies.

Based on the outcome of a study of eighteen research publications, the majority of the results showed the positive effect of human resource management on business performance. We recommend those concerned with human resources management to open continuous training courses for their employees to obtain continuous development in their fields of work, in addition to training and development programs. Recruitment, promotion, compensation, and motivation in the workplace increase the productivity of the employer and increases his desire and engagement to his work, and thus this leads to an increase in the productivity of the employee and improving the performance of the business.

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