

Examine the relationship between Strategic HRM practices and Organisational Performance among Information Technology Professionals

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ABSTRACT

Success and competitive advantage in today's fast-paced technology world are driven by information technology (IT) professionals. When it comes to IT staff, Strategic Human Resource Management (SHRM) techniques are vital for coordinating their skills and drive with company objectives. The existing study aims to Examine the relationship between Strategic HRM practices and organisational performance among Information Technology Professionals. The present research is descriptive and primary in nature. The respondents of the study are the employees of the Indian IT companies. The sample size of the study is 391 respondents. The self-structured questionnaire was constructed and responses obtained on Likert scale. The selected variables under study was Strategic Alignment, Recruitment and Selection, Training and Development, Performance Management, Compensation and Benefits, Employee Relations, Organizational Culture, Leadership and Management Support, Technology and Digital HR, and External Environment.

KEYWORDS: Information technology professionals, organizational, performance, relationship, strategic human resource management.

1. INTRODUCTION

Success and competitive advantage in today's fast-paced technology world are driven by information technology (IT) professionals (Wright & McMahan, 2011). When it comes to IT staff, Strategic Human Resource Management (SHRM) techniques are vital for coordinating their skills and drive with company objectives. There is a growing consensus that SHRM practices are crucial to the long-term success of IT organizations, and this is true even though the connection between the two is far from transactional (Boxall & Purcell, 2000).

When it comes to human resource management, strategic practices cover all the bases when it comes to making the most of human capital in pursuit of corporate goals (Bangbon et al., 2023). Beyond the scope of conventional human resources procedures, these activities encompass talent management, strategic workforce planning, and the development of an inclusive company culture from the perspective of information technology experts. To successfully implement SHRM practices in the IT department, one must modify hiring methods to entice candidates who are qualified technically and who also share the company's values. This will guarantee a harmonious and efficient team (Becker & Huselid, 2006).

Strong hiring procedures that find and hire people who can handle both the current and future technical needs of the IT industry are an important part of SHRM in this field. In addition, to keep up with the rapid speed of technology change, SHRM practices emphasize chances for ongoing learning and development. In addition to honing technical expertise, training programs in IT firms aim to cultivate leadership qualities and innovative capacities among IT personnel (Thymi, Bitsani, & Pantazopoulos, 2022).

An integral part of strategic human resource management (HRM) in information technology (IT) is performance management frameworks, which stress the significance of well-defined goals, regular feedback, and public acknowledgement of progress toward those goals. Competitive salary structures, performance-based incentives, and benefits that appeal to tech-savvy professionals, like flexible work arrangements and career advancement opportunities, are common components of compensation and benefits strategies aimed at attracting and retaining top IT talent(Al Adresi & Darun, 2017).

The goal of SHRM's employee relations programs is to make the workplace a better place for IT workers by making them feel appreciated, involved, and capable of making a positive impact(Lepak, Liao, Chung, & Harden, 2006). In order to complete difficult projects and propel innovation throughout the company, it is necessary to cultivate a culture of open communication, cooperation, and collaboration within IT teams. In addition, IT strategic HRM practices aim to manage diversity and inclusion in order to foster an egalitarian and respectful workplace and tap into the creative potential of a heterogeneous workforce(Marler, 2012).

There are a number of key performance indicators (KPIs) that quantify the multi-faceted effect of SHRM practices on IT professionals' contributions to organizational performance. Optimal resource allocation, streamlined processes, and reduced operational bottlenecks in IT projects are all results of effective HR practices, which in turn lead to increased productivity. When SHRM encourages a spirit of curiosity, open communication, and cross-functional cooperation among IT teams, innovation flourishes and technical progress is accelerated(Kramar, 2013).

How well HR policies address the motivating requirements of IT professionals and help them match their personal goals with organizational objectives is reflected in employee engagement and retention rates, which are significant measures of SHRM effectiveness in IT firms. When employees are enthusiastic about what they do for a living, they are less likely to leave, more invested in the company's future, and happier overall. Strategic human resource management strategies also help organizations be more agile and adaptable, which is crucial for IT companies to be able to quickly react to changes in the market, new technologies, and shifting client needs.

Serious empirical methodologies, such as surveys, case studies, and longitudinal analyses, are usually used in research on the connection between SHRM practices and organizational performance among IT professionals. The goal of these research projects is to find out how different HR interventions affected key performance indicators (KPIs) such IT department operating efficiency, customer satisfaction, and profitability. This type of study aids HR and IT executives in maximizing their plans for gaining a competitive edge through human capital management by determining what works and what doesn't.

Ultimately, the connection between IT workers' organizational performance and strategic HRM practices exemplifies the ever-changing nature of the interaction between HRM and company strategy. By adapting HR policies and procedures to meet the specific needs of the information technology industry, businesses can improve their capacity to recruit, train, and retain top personnel while also encouraging a spirit of creativity, hard work, and perseverance. As the economy becomes more and more digitalized, this introduction lays the groundwork for a thorough examination of how SHRM practices can propel organizational performance. This is an important topic for both academic research and practical applications in the field of IT management(Lengnick-Hall, Lengnick-Hall, Andrade, & Drake, 2009).

2. REVIEW OF LITERATURE

A complex relationship between HR practices and business outcomes is shown in the literature on Strategic Human Resource Management (SHRM) and its effects on organizational performance from the perspective of IT workers. The goal of strategic human resource management (SHRM) in information technology is to maximize the contribution of human capital to technical innovation, operational efficiency, and competitive advantage by strategically aligning HR operations with organizational goals.

Scholarly work by authors like Boon, Eckardt, Lepak, & Boselie, (2018) highlights the strategic value of HR practices in improving company performance through strategy alignment of human capital skills. This synchronization is especially important in the IT industry because of how quickly technology is changing and how important IT capabilities are to the success of businesses.

According to the research, one of the most important aspects of SHRM in IT is an effective strategy for hiring new employees. Organizational success is on attracting and maintaining IT personnel that possess the ideal blend of technical expertise, cultural compatibility, and creative potential, argue (Knies, Boselie, Gould-Williams, & Vandenaebale, 2017). SHRM recruitment processes prioritize technical competences, but they also seek out candidates with the ability to adjust to new technology and help organizations be more agile.

Improving the skills of IT workers requires training and development programs that adhere to SHRM standards. According to Chourasia, Bahuguna, & Raju, (2023) research, IT companies can benefit from a culture of innovation and information sharing as well as from individual performance improvements through skill development and continuous learning programs. Improving team effectiveness and innovative capacities are two outcomes of well-designed IT training programs that fill in gaps in technical skills as well as those in leadership development.

Aligning individual accomplishments with company objectives, offering timely feedback, and setting clear goals are all important components of performance management techniques under SHRM in IT. Information technology (IT) workers are more motivated, engaged, and productive when performance management systems are well-designed, according to research by (Salehi, 2013). Organizations may improve operational efficiency and stay ahead of the competition in the IT industry by connecting performance indicators to strategic goals.

Attracting and retaining top IT personnel is greatly influenced by compensation and benefits initiatives. Ferdousi & Abedin, (2023) found that IT workers are more motivated and satisfied with their jobs when they have competitive salaries, performance-based incentives, and flexible benefits packages. In order to increase retention rates in IT companies and provide a meritocratic work environment, SHRM practices in compensation seek to link monetary awards with organizational and individual success.

Integral parts of SHRM practices that affect organizational performance in IT include employee interactions and organizational culture. A trusting, collaborative, and openly communicative work atmosphere is crucial for IT teams, according to research by (Hamadamin & Atan, 2019). Achieving strategic goals and maintaining competitive advantage depend on positive employee interactions, which lead to increased work satisfaction, decreased turnover, and better team cohesion.

There is a lot of evidence in the literature that leadership plays a crucial influence in determining the success of SHRM initiatives within IT firms. In order to be an effective human resources leader, one must integrate HR strategies with business goals, promote a culture of continuous development, and make sure that HR practices help the firm be agile and innovative (Alnamrouti, Rjoub, & Ozgit, 2022). To overcome change resistance and successfully implement HR activities that support IT performance goals, leadership support for SHRM practices is essential.

Key performance indicators (KPIs) are a common way to gauge how SHRM practices affect IT organizations' bottom lines. The IT department's operational efficiency, innovative capacity, and productivity are all boosted by good HR practices, according to research by (Atkinson, Lupton, Kynighou, & Anteliff, 2021). Improved customer happiness, bottom line results, and IT industry competitiveness can be yours when you synchronize HR strategy with business outcomes.

Quantitative research approaches, like as surveys, statistical analysis, and longitudinal studies, are commonly used to study the relationship between SHRM practices and organizational performance in IT. These empirical studies are conducted with the intention of establishing causal correlations between various HR interventions and organizational outcomes in IT organizations. These interventions include recruitment, training, performance management, and compensation. The outcomes that are being studied include financial performance, customer satisfaction, and employee engagement(Susilowati, Hutagaol, Pasaribu, & Djohar, 2012).

Finally, research on IT workers' strategic HRM practices and their companies' performance shows that HR strategies are crucial to gaining an edge in the market and staying successful over the long haul. Information technology companies can maximize the potential of their human resources to boost innovation, productivity, and overall company success by coordinating HR policies and procedures with overall organizational objectives. Research in this field should keep looking at new HR trends like remote workforce management and digital HR technology so that SHRM can adjust to the demands of the digital economy(Brewster, 1999).

Research Gap

When it comes to studying the correlation between strategic human resource management practices and organizational performance from the perspective of IT professionals, there is a notable lack of studies that specifically measure and quantify the effect of HRM practices on various aspects of organizational performance. More complex studies are required to fully understand how HRM practices impact performance indicators like innovation, productivity, and agility, although current literature does shed light on the broad relationship between strategic HRM and organizational outcomes in IT.

Most of the HRM studies done recently fail to disaggregate the practices' impacts on many facets of organizational performance, instead concentrating on the big picture. For example, there is a lack of research into how IT organizations can improve project delivery timelines, quality of service, or customer satisfaction through the implementation of comprehensive training programs. Despite this, there is evidence that such programs do increase employee skills. Therefore, studies that link certain HRM initiatives to tangible performance outcomes—i.e., those essential for gaining a competitive edge in the IT sector—are lacking.

Human resource professionals and IT company executives would benefit greatly from having these knowledge gaps filled in, as doing so would lead to both theoretical advancement and practical insights and suggestions. To optimize HRM strategies that generate sustained organizational performance in an ever-changing and competitive IT environment, future research should focus on filling these gaps. This will help maximize the strategic value of human capital.

Objectives of the study

- ✦ To examine the relationship between Strategic HRM practices and organisational performance among Information Technology Professionals.
- ✦ To investigate quantitatively the relationship between Strategic HRM practices and organisational performance among Information Technology Professionals.

Hypothesis of the study

H01: There is no significant relationship between Strategic HRM practices and organisational performance among Information Technology Professionals.

Ha1: There is significant relationship between Strategic HRM practices and organisational performance among Information Technology Professionals.

3. RESEARCH METHODOLOGY

The existing study aims to Examine the relationship between Strategic HRM practices and organisational performance among Information Technology Professionals. The present research is descriptive and primary in nature. The respondents of the study are the employees of the Indian IT companies. The sample size of the study is 391 respondents. The self-structured questionnaire was constructed and responses obtained on Likert scale. The selected variables under study was Strategic Alignment, Recruitment and Selection, Training and Development, Performance Management, Compensation and Benefits, Employee Relations, Organizational Culture, Leadership and Management Support, Technology and Digital HR and External Environment.

Results

Table 1: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.891	10

Table 1 analysed the internal consistency among the selected variables for the study. The estimated Cronbach alpha value is .891 (N=10). Therefore, internal consistency exists among selected variables.

Table 2: Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Strategic Alignment	391	1	5	1.32	.467
Recruitment and Selection	391	1	5	1.31	.463
Training and Development	391	1	5	4.46	.729
Performance Management	391	1	5	4.34	.776
Compensation and Benefits	391	1	5	4.25	.934
Employee Relations	391	1	5	4.33	.719
Organizational Culture	391	1	5	4.13	.887
Leadership and Management Support	391	1	5	4.09	.895
Technology and Digital HR	391	1	5	4.33	.823
External Environment.	391	1	5	4.15	.808
Valid N (listwise)	391				

Table 2 analysed the descriptive statistics of the study related to examine the relationship between Strategic HRM practices and organisational performance among Information Technology Professionals and documented that “Training and Development” (Mean=4.46 and Standard deviation=.729) followed by “Performance Management” (Mean=4.34 and Standard deviation=.776) are the most influencing variables for the descriptive analysis. “Recruitment and Selection” (Mean=1.31 and Standard deviation=.463) is the least important factor in the study.

Table 3: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.898
Bartlett's Test of Sphericity	Approx. Chi-Square	523.085
	Df	45
	Sig.	.000

Table 3 analysed “the KMO and Bartlett's Test and documented that the estimated value of KMO is close to 1 (N=.898) which is near to the acceptable threshold limit. Estimated value of Bartlett's Test of Sphericity is .000 which is less than the acceptable threshold limit of .005. Hence, existing sample is large enough to perform factor analysis (Exploratory factor analysis).”

Table 4: Communalities

Communalities		
	Initial	Extraction
Strategic Alignment	1.000	.389
Recruitment and Selection	1.000	.786
Training and Development	1.000	.542
Performance Management	1.000	.491
Compensation and Benefits	1.000	.498
Employee Relations	1.000	.373
Organizational Culture	1.000	.548
Leadership and Management Support	1.000	.449
Technology and Digital HR	1.000	.477
External Environment.	1.000	.447
Extraction Method: Principal Component Analysis.		

Table 4 analysed “Communalities and documented that in all cases of selected factors the estimated value was greater than 0.40, which is greater than the acceptable threshold limit. Therefore, further test of total variance explained can be performed.”

Table 5: Total Variance Explained

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.882	28.821	28.821	2.882	28.821	28.821	2.157	21.569	21.569
2	1.095	10.950	39.770	1.095	10.950	39.770	1.792	17.923	39.492
3	1.024	10.239	50.009	1.024	10.239	50.009	1.052	10.517	70.009
4	.964	9.645	59.654						
5	.888	8.883	68.537						
6	.758	7.585	76.122						
7	.717	7.169	83.290						
8	.607	6.069	89.359						
9	.562	5.618	94.978						
10	.502	5.022	100.000						

Extraction Method: Principal Component Analysis.

In factor analysis, "total variance explained" means that the factors that were extracted explain a certain fraction of the total variability in the dataset. It sheds light on how accurately the factors depict the initial data. It is common practice to display this information in a table that includes the eigenvalues and the proportion of variation explained for each factor. The variance is better described when the eigenvalues are higher. The cumulative variance is the sum of the explained variances of the factors that were chosen. It shows the extent to which the factors explain the entire variability in the data. The factor model is more successful if the cumulative variance is bigger. "Table 5 analysed the total variance explained and documented those 10 variables reduced to manageable three factors and cumulative percentage is also 70.009 which is greater than 60%. Therefore, further rotated component matrix can be performed."

Table 6: Rotated Component Matrix^a

Rotated Component Matrix ^a			
	Component		
	1	2	3
Strategic Alignment	.466		
Recruitment and Selection	.884		
Training and Development	.652		
Performance Management		.599	
Compensation and Benefits		.632	
Employee Relations		.594	
Organizational Culture			.729
Leadership and Management Support			.651
Technology and Digital HR			.513
External Environment.			.599

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 4 iterations.

“Table 6 analysed the total variance explained and documented those 16 variables reduced to manageable four factors and rotated component matrix is greater than .040 in all cases.” The table that shows the factor analysis results after rotation is called a rotated component matrix. By increasing the loadings of variables on certain parameters, rotation makes the result easier to understand. The linkages are more apparent since each variable has a strong loading on one component and a near-zero loading on the others. Rotation methods like Oblimin (oblique) and Varimax (orthogonal) are selected according to the assumption of factor correlation. By displaying which variables cluster on the same components, the matrix aids in comprehending the data's underlying structure.

4. DISCUSSION

An examination of the correlation between IT professionals' organizational performance and Strategic Human Resource Management (SHRM) practices provides important insights into the power of human capital management to boost a company's success. In order to make sure that employees are well-supported and can contribute to the company's goals to their fullest potential, SHRM practices aim to match HR policies and strategies with the overall business objectives. Maintaining a competitive edge in the IT business is crucial, given the constant high levels of innovation and quick technological improvements. SHRM practices can help immensely with this. In order to do this, it is necessary to establish performance management systems that link personal goals with organizational objectives, promote a learning culture, and recruit and retain top people (Zehir, Üzmez, & Yıldız, 2016).

Comprehensive training programs, career development opportunities, and rigorous performance appraisal systems are all SHRM practices that have been linked to better organizational performance, according to research. These techniques have the potential to improve job satisfaction, productivity, and retention rates for IT professionals, especially those who work in fast-paced, project-based workplaces (Alolayyan, Alyahya, & Omari, 2021). Keeping up with the newest skills and knowledge is crucial for IT personnel in a sector where technology evolves at a quick pace. SHRM practices help achieve this goal. Businesses may boost engagement and morale, which in turn boosts performance, by cultivating a welcoming and inclusive work environment.

Strategic human resource management methods also help build a robust and flexible staff, which is crucial in the IT industry due to the high rate of change in both project requirements and customer expectations. For example, IT workers can be more responsive to opportunities and threats when they have more leeway to decide how and when to work, and when they use agile project management techniques (CANIA, 2022; Collings, McMackin, Nyberg, & Wright, 2021; Ulferts, Wirtz, & Peterson, 2009). Organizational innovation and competitiveness are both boosted by this adaptability, which benefits both individuals and teams. Organizations may also anticipate trends and fill possible skill shortages ahead of time with the use of data analytics and HR metrics, which allow for better personnel management decisions.

Organizational performance among IT workers and SHRM practices go hand in hand, which is why IT organizations thrive when this relationship holds. Maximizing organizational performance is possible through strategic HRM efforts that prioritize flexibility, employee involvement, and ongoing development. In order to guarantee that their employees are skilled, engaged, and able to drive innovation and sustained growth, IT businesses should match HR policies with business goals.

5. CONCLUSION

Finally, the importance of good human capital management in improving company results is shown by the investigation of the connection between IT professionals' organizational performance and Strategic Human Resource Management (SHRM) practices. By making sure that IT workers are engaged, motivated, and well-equipped, SHRM practices that are in line with business goals create a high-performance culture. Improvements in work satisfaction, productivity, and retention rates in the information technology industry have been attributed in large part to the use of performance management systems, which include extensive training and other career development possibilities.

A workforce that is skilled, adaptive, and resilient is essential in the IT business due to its dynamic and continuously evolving nature. By being abreast of technical breakthroughs and industry trends, IT professionals can help their firms stay ahead of the competition through strategic HRM practices. Furthermore, IT workers are better able to handle shifting project requirements and customer expectations when they employ agile management approaches and flexible work arrangements. By encouraging creativity and guaranteeing prompt and efficient solutions to novel problems, this flexibility boosts organizational performance even more.

Organizations may also make better decisions about personnel management, proactive skill gap filling, and trend forecasting with the use of data analytics and HR metrics in SHRM. That IT firms can maintain growth and drive continual improvement is ensured by this strategic approach to HRM. Supporting the professional development of IT staff and propelling the organization towards attaining its long-term goals are both achieved when HR practices are aligned with business objectives.

To summarize, maximizing individual and organizational performance requires IT organizations to integrate SHRM practices. Strategic human resource initiatives allow IT companies to build a strong and adaptable team that can survive and thrive in a dynamic and competitive market. To maximize the potential of information technology (IT) workers and achieve long-term success for the firm, HR policies must be in sync with business goals.

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