
HUMAN RESOURCE MANAGEMENT STRATEGY IN IMPROVING ORGANIZATIONAL PERFORMANCE

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ABSTRACT

Human Resource Management (HRM) Strategy plays a crucial role in enhancing organizational performance by aligning human capital with strategic goals. This paper explores the significance of HRM strategies in fostering a high-performance work culture, focusing on how these strategies contribute to productivity, employee satisfaction, and overall organizational success. By analyzing various HRM practices, such as recruitment, training and development, performance appraisal, and employee engagement, the study underscores the importance of strategic alignment between HR policies and organizational objectives. The research adopts a qualitative approach, utilizing case studies and interviews with HR professionals from various organizations to gather insights on the implementation of HRM strategies. The findings reveal that the integration of HRM strategy with organizational goals ensures that the workforce is motivated, skilled, and well-equipped to meet the challenges in a dynamic business environment. Moreover, the paper examines how effective HRM strategies lead to improved employee retention, increased job satisfaction, and a reduction in turnover rates, which directly influences the overall performance of an organization. In conclusion, adopting a well-crafted HRM strategy is pivotal for organizations aiming to achieve sustainable growth and maintain a competitive edge in the market. The research emphasizes that HRM is not merely an administrative function but a strategic partner in organizational success.

Keywords: Human Resource Management, Strategy, Organizational Performance

INTRODUCTION

Human Resource Management (HRM) plays an essential role in the management of organizations across the globe, focusing on managing human resources strategically to achieve organizational goals and objectives. The integration of human capital into the overarching strategic framework of a company is no longer seen as a mere administrative function but as a critical driver of organizational performance. With the increasingly competitive and complex business environment, organizations have come to realize that to achieve long-term success, it is imperative to have a well-established HRM strategy. This strategy aligns the development of human resources with business goals and aims to improve organizational performance in terms of productivity, efficiency, and employee satisfaction.

As businesses face new challenges brought about by globalization, technological advancements, and changing market demands, HRM strategy has become a crucial element in ensuring that organizations adapt and thrive. The role of HR has evolved

from being primarily focused on administrative tasks, such as recruitment and payroll, to a more strategic position that directly contributes to the overall success of the organization (Ochieng, 2023). The strategic management of human resources requires a more holistic view of human capital, where employees are seen as valuable assets whose skills, knowledge, and abilities need to be continuously developed and nurtured (Faugoo, 2024).

A well-executed HRM strategy influences various aspects of an organization, including employee performance, motivation, engagement, and retention. Research has shown that organizations with a clear HRM strategy experience lower turnover rates, higher employee satisfaction, and greater alignment between individual and organizational goals (Boulagouas et al., 2021). Moreover, HRM strategies that emphasize employee development, effective communication, and leadership foster a positive organizational culture that enhances both individual and team performance (Velanganni, 2024). In this context, HRM strategies not only focus on the operational efficiency of the organization but also enhance its strategic direction by focusing on human capital as a critical element for growth and development.

The significance of HRM strategy lies in its ability to shape the way an organization approaches its workforce and creates a work environment that nurtures talent. By aligning HR policies and practices with the organization's goals, HR can ensure that employees are motivated and equipped with the necessary tools to succeed in a constantly evolving business landscape (Kareska, 2023). A strategic HRM approach is characterized by a long-term vision where organizations invest in their employees, providing them with training, development opportunities, and incentives that align with the organization's values and goals (Bilderback, 2024).

In addition to fostering an environment where employees can thrive, HRM strategies also directly contribute to improving overall organizational performance. This relationship between HRM practices and performance is supported by multiple theoretical frameworks, such as the Resource-Based View (RBV), which argues that human capital is a unique resource that can provide a sustainable competitive advantage (Hitka et al., 2019). According to the RBV, organizations that successfully manage their human resources can create distinctive competencies that are difficult for competitors to imitate, leading to improved performance and market positioning (Liu et al., 2018). The strategic integration of HRM practices can, therefore, lead to enhanced organizational outcomes, including increased productivity, profitability, and customer satisfaction.

The alignment of HRM strategy with organizational goals has been a central theme in the literature on HRM and organizational performance. Scholars like Holbeche(2022) argue that when HRM strategies are aligned with business strategies, organizations are better equipped to meet their objectives, as they have a workforce that is not only skilled but also committed to the organizational mission. This alignment is essential because it ensures that HR practices such as recruitment, training, and performance management are designed to meet the specific needs of the organization, thereby fostering a culture of high performance (Velanganni, 2024).

An essential aspect of an effective HRM strategy is its ability to enhance employee engagement. Employee engagement refers to the level of enthusiasm and commitment an employee has towards their work and the organization. When employees are

engaged, they are more likely to be motivated, productive, and loyal to the organization (Moletsane et al., 2019). HRM strategies that focus on engagement practices such as recognition, career development, and work-life balance have been shown to lead to improved organizational outcomes. These strategies help create a positive work environment where employees feel valued, leading to higher levels of job satisfaction and reduced turnover.

Furthermore, an HRM strategy that focuses on performance management can have a profound impact on organizational performance. Performance management systems, when properly implemented, allow organizations to set clear expectations, provide feedback, and offer rewards based on employee performance. These systems are essential for fostering a high-performance culture where employees are aligned with the organization's goals and are motivated to perform at their best (Aguinis, 2009). Research by Shet (2019) suggests that the implementation of performance-oriented HRM practices such as compensation, performance appraisals, and training programs can result in improved organizational performance. These practices ensure that employees' skills and efforts are directed towards achieving organizational objectives, ultimately contributing to overall success.

Employee retention is another critical aspect of HRM strategy. High turnover rates can be detrimental to organizational performance, as they incur significant costs associated with recruitment, training, and lost productivity. HRM strategies aimed at improving employee retention, such as offering competitive compensation packages, fostering a positive organizational culture, and providing career advancement opportunities, can help reduce turnover and improve organizational stability. Moreover, organizations with low turnover rates tend to have a more experienced and skilled workforce, which further contributes to their ability to perform at a high level.

While the benefits of a strategic HRM approach are well-documented, it is important to recognize that implementing effective HRM strategies requires careful planning and a commitment from all levels of the organization. HR professionals must work closely with senior management to ensure that HR practices are aligned with the organization's strategic objectives. This collaboration between HR and senior leadership is crucial for ensuring that HRM strategies are not only effective but also sustainable in the long term. Moreover, the success of an HRM strategy depends on the organization's ability to continuously evaluate and adapt its HR practices to changing business environments and market conditions (Groenewald et al., 2024).

Human Resource Management strategy is a vital component in improving organizational performance. Through the strategic management of human capital, organizations can achieve higher levels of productivity, employee satisfaction, and overall organizational success. By aligning HRM practices with organizational goals, fostering employee engagement, and focusing on performance management, organizations can create a high-performance work culture that leads to sustainable growth and competitive advantage. The evolving role of HRM in modern organizations highlights the importance of human capital as a critical driver of business success, making the strategic integration of HR practices essential for achieving long-term organizational objectives.

RESEARCH METHODOLOGY

The methodology of this research is designed to explore the role of Human Resource Management (HRM) strategies in improving organizational performance. Given the nature of the topic, which involves understanding the complex relationships between HRM practices and organizational outcomes, a qualitative research approach is considered most suitable. This section outlines the research design, data collection methods, sampling techniques, and data analysis procedures employed in this study.

A qualitative research approach was chosen for this study because it allows for a deeper exploration of the subjective experiences and perceptions of individuals within organizations. Qualitative research is particularly valuable when studying human behaviors, perceptions, and complex social phenomena, as it provides rich, in-depth insights into the research topic (Creswell et al., 2017). The qualitative nature of this study is aimed at uncovering the underlying reasons behind the implementation of HRM strategies and understanding how these strategies are perceived and executed in practice by HR professionals and organizational leaders.

To gather comprehensive and detailed data, semi-structured interviews were conducted with a range of HR professionals, managers, and employees from various organizations. Semi-structured interviews were selected because they offer the flexibility to explore specific topics in-depth while still allowing the interviewer to ask open-ended questions that encourage participants to express their views in a narrative form (Priadana et al., 2021; Pugu et al., 2024). The semi-structured format was deemed the most appropriate because it strikes a balance between providing a framework for the discussion and allowing for the emergence of new themes based on the interviewees' responses. This flexibility is essential in capturing the diverse perspectives and experiences of the participants regarding HRM strategies and organizational performance.

The sample for this study was selected using a purposive sampling technique. This non-random sampling method was chosen because it enables the researcher to select individuals who are particularly knowledgeable about the subject matter and can provide valuable insights. The participants were selected based on their roles within the HR function or their involvement in implementing HRM strategies within their respective organizations. A total of 15 participants were interviewed, comprising HR managers, line managers, and employees, ensuring a range of perspectives from various hierarchical levels and functions within the organization. The use of purposive sampling ensures that the data collected is relevant to the research question and offers depth in understanding the research problem.

The data collected from the interviews was analyzed using thematic analysis. Thematic analysis is a widely used method for analyzing qualitative data, as it involves identifying, analyzing, and reporting patterns (themes) within the data (Braun & Clarke, 2006). Thematic analysis was chosen because it allows for a flexible and systematic approach to identifying key themes that emerge from the interview transcripts. The analysis process involved several stages, including data familiarization, initial coding, theme development, and the refinement of themes. This iterative process ensures that the analysis captures the most significant insights and themes related to the role of HRM strategies in organizational performance.

In terms of ensuring the validity and reliability of the findings, several strategies were employed. First, member checking was used, where participants were given the opportunity to review and validate the interview findings to ensure the accuracy of the data. Additionally, triangulation was used by cross-referencing the data obtained from interviews with existing literature on HRM strategies and organizational performance to ensure the robustness of the findings.

Overall, this research methodology is designed to provide in-depth insights into the impact of HRM strategies on organizational performance. By using a qualitative approach, the study aims to capture the experiences, perceptions, and practices of HR professionals and employees, offering a comprehensive understanding of how HRM strategies are implemented and their subsequent effects on organizational outcomes.

RESEARCH RESULTS AND DISCUSSION

The data was collected through semi-structured interviews with 15 participants, consisting of HR managers, line managers, and employees from various organizations. The interviews were transcribed, coded, and analyzed using thematic analysis to identify key themes and insights into the relationship between HRM practices and organizational performance. The results are presented based on the main themes that emerged from the data, which include the alignment of HRM strategies with organizational goals, employee engagement, performance management, and the impact on organizational culture.

Alignment of HRM Strategies with Organizational Goals

One of the most consistent themes that emerged from the interviews was the importance of aligning HRM strategies with the overall goals and objectives of the organization. Participants emphasized that when HR practices are aligned with organizational goals, it ensures that the workforce is working towards a common vision, leading to improved performance across the board.

1. Integration of HR Practices with Business Objectives

HR managers and senior leaders highlighted that HRM strategies should not exist in isolation but must be integrated into the broader business strategy. As one HR manager explained:

"Our HR strategies are designed to directly support the overall goals of the company. For example, if the company aims to expand into new markets, we align our recruitment and training strategies to ensure that we attract and develop talent with the necessary skills to support this expansion."

This alignment was also noted to influence the recruitment process, where organizations aim to attract candidates whose values and skills fit the organization's strategic needs. According to several participants, this strategic alignment ensures that employees contribute to the organization's long-term objectives, thereby enhancing overall performance.

2. Role of Leadership in Aligning HR Strategies

The role of leadership in aligning HRM strategies with organizational goals was another key theme. Many participants expressed that senior management's commitment to HR strategy was vital for success. HR managers noted that when leadership actively supports HR initiatives, it leads to better implementation and greater buy-in from employees. One participant, a senior manager, stated:

"Leadership must set the tone for HR strategy implementation. Without the leadership team's support, even the best HR practices cannot succeed. We need to ensure that our HR strategies reflect the company's mission, vision, and long-term goals."

Table 1: Alignment of HRM Strategies with Organizational Goals

Theme	Participant Comments	Frequency of Mention
Integration with business strategy	"Our HR practices directly support business expansion."	10
Leadership commitment	"Leadership must actively support HR strategies."	12
Recruitment alignment	"We recruit based on the company's strategic needs."	8

Employee Engagement and Organizational Performance

Another major theme that emerged from the interviews was the role of employee engagement in improving organizational performance. Many participants stressed that organizations that actively engage their employees experience higher levels of productivity and satisfaction, which in turn impacts overall performance.

1. Importance of Engagement Strategies

Employee engagement was cited as one of the primary drivers of performance. HR managers emphasized the use of various engagement strategies, including recognition programs, career development opportunities, and work-life balance initiatives. A line manager explained:

"Engaged employees are more motivated and committed to the organization's success. We focus a lot on ensuring our employees feel recognized and valued. If they feel appreciated, they are more likely to go the extra mile."

This sentiment was echoed by several participants, who mentioned that engagement strategies also include offering opportunities for career growth and ensuring employees have a clear understanding of their role within the organization.

2. Link Between Engagement and Retention

In addition to its impact on performance, employee engagement was also found to be closely linked to retention. Many participants highlighted that a well-engaged workforce is less likely to leave the organization, which reduces turnover costs and contributes to stability within the company. One HR professional stated:

"We have found that employees who are highly engaged tend to stay with the organization longer. This reduces turnover, which is crucial for maintaining organizational knowledge and continuity."

Table 2: Employee Engagement and Its Impact on Performance

Theme	Participant Comments	Frequency of Mention
Engagement strategies	"Recognition and career development opportunities."	11
Impact on productivity	"Engaged employees are more productive and motivated."	9

Link to retention	"Engaged employees tend to stay longer, reducing turnover."	10
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Performance Management Systems

Performance management emerged as another key theme in the interviews, with several participants discussing how effective performance management systems lead to improved organizational performance. HR managers and employees alike noted that performance management plays a critical role in aligning individual goals with organizational objectives and providing feedback that drives improvement.

1. Clear Expectations and Feedback

One of the most common findings was that organizations that set clear expectations and provide regular feedback achieve better performance outcomes. HR managers reported that performance management systems that include goal-setting, regular performance appraisals, and feedback sessions lead to improved employee performance. A senior HR manager mentioned:

"We have clear performance expectations for every employee. Performance reviews are conducted regularly, and feedback is provided constructively. This ensures that employees understand what is expected of them and how they can improve."

This feedback loop was highlighted as a critical component in driving continuous improvement and increasing performance.

2. Incentives and Rewards for High Performers

Several participants also pointed out the importance of linking performance to rewards and incentives. Performance-based compensation and recognition programs were commonly mentioned as effective ways to motivate employees. As one line manager shared:

"When employees meet or exceed performance targets, we ensure they are rewarded appropriately, whether through bonuses, promotions, or other forms of recognition. This motivates employees to keep performing at a high level."

Table 3: Performance Management Systems and Their Impact

Theme	Participant Comments	Frequency of Mention
Goal-setting and feedback	"Clear performance expectations and regular feedback."	12
Incentives and rewards	"Performance-linked compensation and recognition."	9
Continuous improvement	"Feedback drives continuous improvement in performance."	11

Impact on Organizational Culture

The interviews revealed a strong link between HRM strategies and organizational culture. HR managers and employees agreed that the implementation of certain HR practices has a direct influence on the culture of an organization, which, in turn, affects overall performance.

1. Creating a Positive Work Environment

Participants highlighted that HRM strategies aimed at fostering a positive and inclusive work environment were key to improving employee morale and organizational performance. One HR manager explained:

"A positive organizational culture where employees feel valued and respected directly impacts performance. We ensure that our HR practices promote inclusivity, collaboration, and respect."

By creating an environment where employees are motivated and encouraged to work together, organizations can enhance teamwork, communication, and overall productivity.

2. Promoting Innovation and Creativity

Several participants noted that HR strategies that promote creativity and innovation were crucial for driving organizational success. Encouraging employees to contribute ideas and participate in decision-making processes was seen as a way to build a culture of innovation. An employee mentioned:

"When we are encouraged to contribute ideas and be creative, it makes us feel more engaged and involved in the company's success. It motivates us to perform better and bring new solutions to the table."

Table 4: Impact of HRM Strategies on Organizational Culture

Theme	Participant Comments	Frequency of Mention
Positive work environment	"Promoting inclusivity and respect enhances employee morale."	13
Encouraging innovation	"Employees are more motivated when encouraged to contribute ideas."	8
Teamwork and collaboration	"HR strategies that promote teamwork improve overall performance."	10

The findings from this study highlight the significant role that HRM strategies play in improving organizational performance. The alignment of HRM practices with organizational goals, the focus on employee engagement, the implementation of effective performance management systems, and the promotion of a positive organizational culture were all found to contribute to enhanced organizational outcomes. These findings are consistent with the literature on HRM and organizational performance, emphasizing that HRM is not merely an administrative function but a strategic partner in driving organizational success.

By aligning HR practices with business strategies, organizations can ensure that their human resources are not only motivated and skilled but also working towards the achievement of long-term organizational goals. Additionally, by focusing on employee engagement, performance management, and organizational culture, organizations can create a work environment that fosters productivity, innovation, and stability, ultimately improving overall performance.

DISCUSSION

The results of this study underscore the critical role of Human Resource Management (HRM) strategies in improving organizational performance. By examining the alignment of HRM practices with organizational goals, employee engagement, performance management systems, and organizational culture, this

research has highlighted the various ways in which HRM functions can enhance both individual and collective performance within organizations. The findings resonate with existing theoretical frameworks in HRM, supporting the notion that HRM is a strategic function that directly contributes to organizational success.

1. Alignment of HRM Strategies with Organizational Goals

The first key theme that emerged from the research was the alignment of HRM strategies with organizational goals. The importance of this alignment cannot be overstated, as it ensures that the HR function is not operating in isolation but is actively contributing to the strategic direction of the organization. The data revealed that HR practices such as recruitment, training, and performance management are more effective when they are designed to support the broader objectives of the organization. This aligns with the strategic HRM framework, which suggests that HRM practices should be integrated into organizational strategies to improve performance (Boxall & Purcell, 2016).

The results of this study support the view that organizations that align their HR strategies with their business objectives experience greater organizational coherence and performance. The interviewees emphasized the need for a clear connection between business goals and HRM practices, particularly in areas such as talent acquisition and employee development. For example, aligning recruitment practices with the company's strategic goals ensures that the right talent is brought in to meet long-term business needs. Similarly, aligning training programs with organizational objectives ensures that employees have the necessary skills to contribute effectively to the company's success. This integration of HRM and organizational strategy is essential for ensuring that the workforce is working towards a common set of goals, leading to improved performance across the organization.

Furthermore, the role of leadership in aligning HRM strategies with organizational goals was also highlighted. As several participants mentioned, the support and commitment of top management are essential for the successful implementation of HRM strategies. This finding is consistent with the research by Becker and Huselid (2006), who argue that HRM strategies need strong leadership endorsement to be effectively executed. Without the active involvement of senior management, HR initiatives may lack the necessary resources and attention to drive meaningful change within the organization.

2. Employee Engagement and Organizational Performance

Another prominent theme that emerged from the research was the link between employee engagement and organizational performance. The findings support the growing body of literature that highlights the positive impact of employee engagement on organizational outcomes. Employees who are engaged are more likely to be motivated, productive, and loyal to the organization, which ultimately enhances overall performance (Macey & Schneider, 2008).

The research revealed that organizations that invest in employee engagement strategies see tangible benefits in terms of higher productivity and lower turnover rates. Engagement strategies such as recognition programs, career development opportunities, and promoting work-life balance were cited as key factors in improving employee motivation and satisfaction. This is consistent with previous studies that

have shown that engaged employees are more likely to go above and beyond in their roles, leading to improved organizational performance (Saks, 2006).

Moreover, the data highlighted the critical role of leadership in fostering a culture of engagement. Leaders who actively recognize and support their employees' contributions help create an environment where employees feel valued and motivated to perform at their best. This finding reinforces the importance of leadership in shaping organizational culture and influencing employee engagement (Kahn, 1990).

The study also found a strong connection between employee engagement and retention. Engaged employees are less likely to leave the organization, which reduces turnover and the associated costs of hiring and training new employees. This finding is in line with the work of Hom and Griffeth (1995), who argue that engaged employees are more likely to remain with the organization, thus contributing to long-term organizational stability and performance.

3. Performance Management Systems and Organizational Success

The third theme that emerged from the research was the role of performance management systems in improving organizational performance. The data suggested that organizations with well-structured and effective performance management systems experience better outcomes in terms of employee productivity, job satisfaction, and overall performance.

Participants emphasized the importance of setting clear performance expectations and providing regular feedback to employees. Performance management systems that include goal-setting, performance appraisals, and regular feedback sessions were seen as crucial for aligning individual goals with organizational objectives. By providing employees with clear expectations and constructive feedback, organizations can ensure that their workforce is focused on achieving the organization's strategic goals. This finding supports the work of Aguinis (2009), who argues that performance management systems are essential for improving individual and organizational performance by fostering clear communication, setting measurable goals, and providing regular feedback.

In addition to goal-setting and feedback, the study also found that linking performance to rewards and recognition was a key driver of employee motivation and performance. Performance-based compensation, bonuses, and recognition programs were seen as effective tools for motivating employees to perform at their best. This is consistent with research by Huselid (1995), who found that performance-oriented HRM practices, such as linking rewards to performance, are associated with higher levels of organizational performance.

The findings from this study also suggest that performance management systems contribute to a culture of continuous improvement. By providing employees with regular feedback and opportunities for development, organizations can ensure that their workforce is constantly improving and adapting to changing business needs. This aligns with the Resource-Based View (RBV) of the firm, which emphasizes the importance of human capital in achieving a sustainable competitive advantage (Barney, 1991).

4. Impact of Organizational Culture on Performance

Finally, the research revealed a strong connection between HRM strategies and organizational culture. HR practices that promote a positive work environment,

inclusivity, and collaboration were found to have a significant impact on employee morale and performance. Participants noted that a positive organizational culture helps foster a sense of belonging and commitment among employees, which enhances motivation and overall performance.

The study found that HRM strategies aimed at promoting organizational culture, such as team-building initiatives, diversity and inclusion programs, and leadership development, contribute to a more cohesive and productive workforce. This is consistent with the work of Denison (1990), who argues that organizational culture plays a crucial role in shaping employee behavior and performance. When employees feel that they are part of a positive and supportive organizational culture, they are more likely to be motivated and committed to the organization's success.

Moreover, the research highlighted the importance of leadership in shaping organizational culture. Leaders who foster a culture of respect, collaboration, and inclusivity were found to have a significant impact on employee engagement and performance. This finding aligns with the work of Schein (2010), who suggests that leaders play a critical role in shaping and reinforcing organizational culture.

5. Implications for Practice

The findings of this study have several practical implications for HR practitioners and organizational leaders. First, it is clear that HRM strategies should be aligned with the overall goals of the organization. HR practitioners must work closely with senior leadership to ensure that HR practices such as recruitment, training, and performance management support the organization's strategic objectives.

Second, employee engagement should be prioritized as a key driver of organizational performance. HR managers should focus on implementing engagement strategies that promote recognition, career development, and work-life balance. By doing so, organizations can improve employee satisfaction, motivation, and retention, leading to improved performance.

Third, performance management systems should be designed to provide clear expectations, regular feedback, and performance-based rewards. These systems can help align individual goals with organizational objectives and motivate employees to perform at their best.

Finally, organizations should focus on creating a positive organizational culture that fosters collaboration, respect, and inclusivity. HRM strategies aimed at promoting organizational culture can enhance employee morale, engagement, and performance, leading to improved organizational outcomes.

CONCLUSION

The conclusion of this study highlights the significant role that Human Resource Management (HRM) strategies play in improving organizational performance. In an increasingly competitive business environment, it is crucial for organizations to align HR policies with their strategic goals. This alignment ensures that human capital is well-trained and motivated to work towards common objectives. The findings of this research emphasize that the success of managing human resources goes beyond mere administrative policies; it hinges on how these policies are integrated with the company's vision and mission.

The study also found that the effective implementation of HRM strategies can enhance employee motivation and engagement, which leads to improved productivity and reduced turnover rates. Employees who feel valued and empowered are more likely to remain committed to the organization, which, in turn, boosts both the quality and quantity of the output produced. Furthermore, the implementation of clear and feedback-based performance management systems allows employees to understand the organization's expectations and receive recognition for their achievements, which further contributes to overall performance.

In addition, a positive organizational culture, shaped through inclusive and rewarding HRM policies, was found to play a crucial role in improving employee morale and fostering collaboration among workers. Organizations that create a supportive work environment that encourages innovation, communication, and teamwork tend to perform better. Therefore, the study underscores the importance of leadership in supporting the implementation of effective HRM strategies and the need for organizations to continuously adapt to changing business conditions to maintain a competitive edge in the market.

Overall, this research provides strong evidence that well-crafted HRM strategies can have a significant positive impact on organizational performance. Therefore, companies should view HRM as a strategic partner in achieving long-term goals, rather than just an administrative function.

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