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Research paper

HRM Practices and Organizational Effectiveness: A Systematic Literature Review with Bibliometric Analysis

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Abstract

This study conducts a systematic literature review (SLR) to examine the relationship between Human Resource Management (HRM) practices and organisational effectiveness (OE), intending to provide a comprehensive synthesis of existing research. The review is based on studies retrieved from the Web of Science database and follows the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework. A total of 45 studies were selected using well-defined inclusion and exclusion criteria. In addition, a bibliometric analysis was conducted to identify key publication trends, influential authors, prominent journals, and the intellectual structure of the field. The findings reveal that HRM practices—such as recruitment and selection, training and development, and career advancement—play a critical role in enhancing organisational effectiveness. The study identifies key factors influencing HRM practices and highlights their direct and indirect impact on organisational outcomes. It further emphasises the importance of adopting an integrated approach that combines effective HRM practices with broader organisational and environmental strategies to improve long-term performance and sustainability. The review also underscores the necessity of aligning HR policies with organisational goals, values, and competitive strategies to maximise the potential of human capital. Finally, the study highlights the need for continuous research to strengthen the understanding of HRM–OE linkages and to support the development of effective, evidence-based HR practices.

Keywords: *Human Resource Management Practices; Organisational Effectiveness; Systematic Literature Review.*

1. Introduction

The degree to which an organisation succeeds or fails mostly depends on the distribution and management of its resources, particularly its human resources. Organisations should carefully utilise HR as it consistently aids them in reaching their goals. Employers require HR professionals with many abilities, including timeliness, perseverance, and strong dedication. The success of many organisations, public or private, such as banks, is mainly determined by the performance of their human resources (Uma et al., 2017), who possess a wide range of talents (Ong and Koh, 2018; Ong et al., 2019). There is a growing view that if companies want to thrive and compete in today's knowledge-based global economy, they must acquire and create world-class human resource (HR) competencies and the procedures required to manage such resources (Pfeffer 1994, 1998; Schuler and Jackson 1999; Khandekar and Sharma 2005; Moideenkutty et al. 2011). For organisations to achieve successful management, effective and efficient HRM practices and procedures are indispensable. Human resource management (HRM) practices refer to a set of internally consistent and cohesive procedures that reinforce and encourage employee competence, motivation, and dedication (Elrehail et al., 2019). HRM practices serve three primary roles: developing essential organisational capabilities, ensuring the satisfaction of employees, customers, and the wider community, and fostering employee happiness and well-being (Satyendra, 2020). HRM strategies are likely to generate work circumstances and an environment in which employees become deeply engaged in the organisation (have a positive attitude) and work hard to achieve its objectives (Cherif, 2020). Human Resource Management (HRM) practices have a profound and enduring impact on employee productivity. Nevertheless, there is no universally optimal HRM model applicable across organisations. The effectiveness of HRM practices lies in their ability to foster and enhance employee performance (Satyendra, 2020). Although scholars, practitioners, and policymakers dispute the problems and complexities of human resource management (HRM), there is substantial evidence that poor HR practices have a negative impact on organisational performance. The effect of HR practices on organisational outcomes is especially evident because justice, diversity, and possibilities for advancement mould modern employees' expectations. It is therefore essential to examine human resource policies and practices more deeply to effectively attract, motivate, develop, and retain employees over the long term (Daft, R. L, 2015).

For a firm to prosper, people are significant "soft resources" that must be managed well. They are the only ones who can increase the productivity of financial and material assets. Organisations can surpass their competitors by improving and expanding HR's expertise, skills, drive, and morale (Kalia Prateek, 2023). This implies that HR managers must intervene strategically to foster an environment where HR policies drive productivity and employee satisfaction rather than letting outdated practices hinder progress. They need to understand how HR strategies, policies, and practices influence employees' intentions, performance, post-employment behaviour, and the factors that shape these outcomes. Most HR managers redesign human resource practices and policies to empower employees, thereby

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enhancing job satisfaction, employee engagement, and organisational culture. These factors are crucial for enabling organisations to sustain their operations in a rapidly changing environment (Aggarwal et al., 2020). Existing research has investigated HR practices in various organisational contexts, but it frequently fails to synthesise this knowledge into a coherent framework that gives theoretical and practical insights. Recent HRM assessments are limited to finding antecedents and moderators of employee engagement and performance in a broad context, ignoring specific implications for organisational effectiveness. These reviews primarily focus on identifying, describing, and summarising factors influencing HR practices. Literature from multiple disciplines, such as Management, business, organisational behaviour, and Industrial relations, has been included in these studies. According to Walker (2001), Successful businesses invest in their people and manage the retention of talented individuals. As a result, managing human resource practices (HRPs) such as workforce planning, training, financial incentives, motivation, grievance redressal, and so on is a critical concerns in a corporate organisation that demand careful attention and thought to acquire, manage, and retain competent employees.

However, a comprehensive assessment of HR practices, context-specific evidence, and methodological similarities has not been properly investigated. This systematic review takes a unique approach, synthesising ideas from various HR practices and their impact on organisational effectiveness in varied work situations. Furthermore, an evidence-based classification and analysis of past studies and methodological similarities will aid in developing a comprehensive guide for human resource practitioners. To understand the effects of HR practices and make relevant changes, we must investigate employees' perceptions of HR policies, identify elements and situations that influence such perceptions, and assess the methodology used to study HRM. This will help to establish a strong theoretical and practical framework for improving HRM strategies and practices. Human resources are a valuable intangible asset that gives firms a competitive advantage, consistent high performance, and long-term competitiveness. This paper aims to thoroughly analyse the research on the relationships between HRM practices and an organisation's effectiveness. The goal of the study is to ascertain whether or not HRM practices affect an organisation's performance. Accordingly, an attempt has been made in this study to investigate and elicit responses to the three main arguments relating to domain Q1. What is the impact of HRM Practices on organisational effectiveness? Q2: What are the publication trends in the area of HRMP and Organisational Effectiveness?Q3: In which contexts has this study been predominantly applied, and what methodologies have been employed in previous research?

1.1. Theoretical perspective

Resource-Based View (RBV) posits that organisational effectiveness depends on the development and utilisation of firm-specific resources and capabilities that are valuable, rare, inimitable, and non-substitutable. HRM practices represent a critical source of such resources, as they foster skills, knowledge, and behaviours that competitors cannot easily replicate, thereby creating sustained competitive advantage and enhancing organisational performance (Wernerfelt, 1984; Barney, 1991). Complementing this perspective, Social Exchange Theory in combination with Equity Theory explains how HRM practices shape employee–organization relationships. When employees perceive fairness and feel valued through equitable rewards, recognition, and supportive practices, they are more likely to reciprocate with greater commitment, discretionary effort, and innovation, which collectively strengthen organisational effectiveness (Jiang et al., 2012). Furthermore, Job Characteristics Theory, integrated with Social Cognitive Theory, underscores the role of change-oriented HRM practices in enriching job design, enhancing intrinsic motivation, and encouraging proactive and adaptive behaviours. These dynamics enable employees to respond effectively to evolving organisational demands, ultimately contributing to sustained effectiveness and long-term success (Lee et al., 2016).

1.2. Research methodology

Literature reviews play a crucial role in summarising current knowledge in a particular field and highlighting areas that require further research (Xiao & Watson, 2019). They are vital to the progress of research (Borrego et al., 2014) as they offer a means to consolidate and critically examine existing studies, thereby creating a strong base for the development of new knowledge (Paré et al., 2015). Consequently, researchers emphasise the need for a structured and comprehensive approach to literature reviews to ensure reliability, validity, and replicability. In line with this, the present study adopts a Systematic Literature Review (SLR) to consolidate existing knowledge on HRM practices.

The authors adopted the Systematic Literature Review (SLR) approach proposed by Tranfield et al. (2003) to answer the research questions raised in the previous section. A systematic literature review (SLR) is a significant technique for developing an evidence base because it identifies, evaluates, and interprets all available research relevant to a specific research question, topic area, or phenomenon of interest (Mengist et al., 2020). SLR offers notable advantages over traditional review approaches, such as enhanced analytical rigor (Danese et al., 2017), reduced bias and methodological errors (Dada, 2018), greater validity through replicable processes (Wang & Chugh, 2014), structured knowledge mapping (Tranfield et al., 2003), and improved accessibility for both academic and professional audiences (Dada, 2018). Paul, Lim, et al. (2021) presented Scientific Procedures and Rationale for Systematic Literature Reviews (SPAR-4-SLR). He defined an SLR as a "process for assembling, organising, and evaluating existing literature in a research domain."Consistent with this, the present study follows the same methodology. Results are obtained after carefully reviewing the literature in a predefined step; therefore, the research conducted adopting this technique is scientific, transparent, and well-replicable (Murata et al., 2014). Systematic literature reviews (SLRs), through the use of transparent and well-defined procedures, not only consolidate existing research but also support the identification of emerging trends, ensure reproducibility, enable rigorous and transparent analysis, and provide direction for future scholarly inquiry (Boaz et al., 2002; Jesson & Lacey, 2006; Petticrew & Roberts, 2008; Di Vaio et al., 2021; Secundo et al., 2020). The overarching aim of an SLR is to systematically map and critically evaluate the existing body of knowledge to highlight gaps that warrant further investigation and development (Okoli et al., 2010).

1.3. Research design

Conducting Systematic Literature Reviews (SLRs) requires the use of established frameworks to structure the analysis effectively. A preliminary database search using defined keywords uncovered a significant volume of literature spanning various topics that share similar terminology. As a result, the importance of a systematic approach, governed by well-defined inclusion and exclusion criteria, became evident. This study follows the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines, which are intended to help researchers conduct comprehensive, rigorous, and accurate evaluations of literature within a specific field (Page et al., 2021). PRISMA is particularly suitable for HRM research due to the fragmented and multidisciplinary nature of the field, which spans

management, psychology, industrial relations, and organisational behaviour. HRM studies frequently employ diverse constructs, methodologies, and outcome measures, increasing the risk of selection bias and inconsistent synthesis. By enforcing transparent inclusion criteria and systematic screening procedures, PRISMA enhances methodological rigour, replicability, and analytical coherence. Its structured approach is especially valuable for theory-building in HRM, where cumulative knowledge development depends on the systematic integration of heterogeneous evidence.

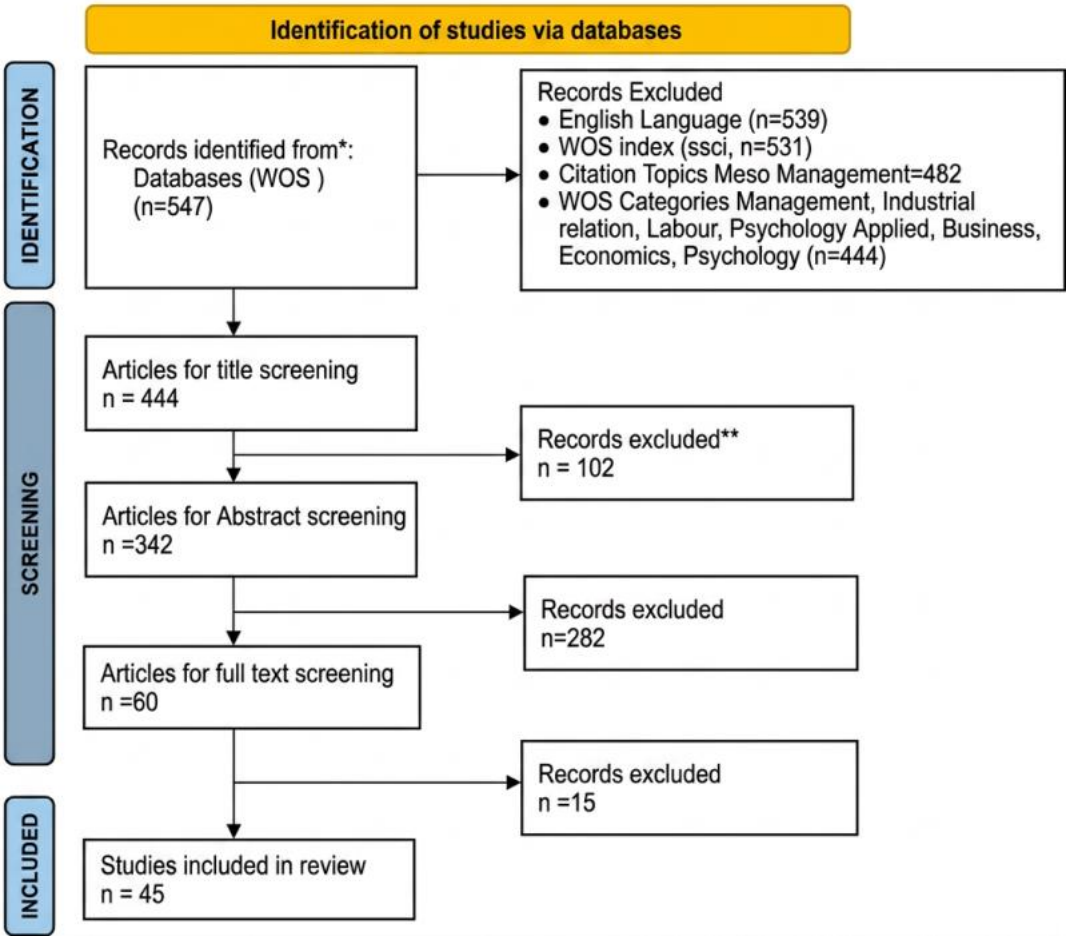


Fig. 1: Prisma framework

Source: Author's own work.

The PRISMA guidelines are widely utilised for conducting SLRs in the management field. Although other frameworks for SLRs do exist, to the best of the authors' knowledge, no study has evaluated or compared the quality of outcomes derived from using different frameworks. Furthermore, there is no evidence indicating the application of alternative frameworks specifically within the HRM Practices domain. In light of PRISMA's broad acceptance and the lack of strong justification for employing other approaches, this study adopts the PRISMA guidelines. For this review article, the study employed the systematic literature review (SLR) technique, along with the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework, as depicted in Figure 1. PRISMA provides guidelines to ensure systematic and transparent reporting of reviews. PRISMA was used to search, screen, and select the papers included in our review (Alanazi et al., 2023).

1.4. Search strategy

The search was conducted with one database: Web of Science. The search strategy phase necessitates the careful selection of databases to ensure that the collected material is of high quality and adequately represents the majority of documents relevant to the study's topic (Shirokova et al., 2021). It utilised keywords such as HRM Practices, HRM Strategy, Human Resource Practices, Organisational Effectiveness, and Organisational Performance. To maximise the number of relevant results, the search was restricted to article titles, and quotation marks were intentionally omitted. As a result, any title containing variations or related terms—such as "HPWS" or "HR Policies"—was considered eligible for further review.

1.5. Inclusion and exclusion criteria

The inclusion and exclusion criteria for the systematic literature review (SLR) were established at the outset, followed by a structured two-stage screening process. In the first stage, articles were initially assessed based on their abstracts, and in the second stage, a detailed review of the full texts was conducted. All authors actively participated in both stages, engaging in discussions to reach a consensus on the final selection of articles for inclusion or exclusion (see Figure 1). Articles were included in the SLR if they fulfilled the following criteria: (a) the study specifically examined factors influencing the effectiveness of Human Resource Management (HRM) practices, (b) the research was conducted within organizational settings, covering various HRM domains such as recruitment and selection, training and development, performance management, compensation, and employee engagement, (c) Only peer-reviewed journal articles were considered, (d)The studies were limited to publications in the English language, (e)Eligible works fell within the Web of Science categories of Business, Management, Industrial Relations, and Social Sciences. The selection was restricted to articles indexed in the Social

Sciences Citation Index (SSCI). The review focused on research published between 2005 and 2024. Conversely, studies were excluded based on the following criteria: (a) lack of relevance to HRM practices or their impact on organizational effectiveness; (b) research conducted outside organizational or workplace contexts; (c) Studies that mentioned HRM-related keywords but did not primarily focus on HRM practices or their outcomes; (d) Conference proceedings; and (e) unpublished or non-peer-reviewed works. (f) Book chapters, editorials, and reports were excluded.

An initial pool of 547 articles was identified. After applying the defined inclusion and exclusion criteria during the title and abstract screening phase, 384 articles were excluded. The high exclusion rate was mainly because many studies did not align with the review's primary objectives or failed to meet the inclusion requirements related to HRM practices and organisational effectiveness. For example, studies like "Fostering strategic agility: How individual executives and human resource practices contribute" Doz, Y., 2020) and Collective voice mechanisms, HRM practices and organisational performance in Italian manufacturing firms" Della Torre, E., 2019) were excluded. During the review process, it became evident that some articles were excluded due to the search strategy not utilising the exact phrase "HRM practices" within quotation marks. This approach was deliberately adopted to broaden the scope and ensure the inclusion of all potentially relevant literature. Articles were excluded if they did not primarily focus on HRM practices or failed to explicitly identify factors influencing organisational effectiveness (OE), as they did not align with the core objectives of the study. In the second stage of the review, all 60 shortlisted articles were comprehensively read and assessed based on the predetermined inclusion and exclusion criteria. As a result, 15 articles were excluded for not meeting the inclusion requirements. Although these articles discussed HRM practices, they lacked specific insights into factors impacting organisational performance. Additionally, some studies presented findings within contexts that were inconsistent with the scope of this review. For instance, the article titled "A theory-based analysis of null causality between HRM practices and outcomes: Evidence from four-wave longitudinal data" by Ogbonnaya et al. (2023) was excluded as it did not align with the study's objectives and inclusion parameters. Therefore, to achieve the objectives of the review process, it was essential to apply rigorous inclusion and exclusion criteria to the results (Mengist et al., 2020)

2. Results

2.1. Bibliometric analysis

The authors used the Web of Science (WoS) database, which was selected for its credibility and consistent impact factors, to find pertinent papers. Studies on how HRM practices affect organisational effectiveness (OE) were the main focus. As it facilitates researchers' navigation of the literature and helps them find reliable sources for their work, bibliometric analysis relies heavily on identifying significant journals on the subject.

2.1.1. Journal outlets

Fourteen journals that have significantly impacted human resource management (HRM) research were found through the investigation. With almost 30% of the examined publications, the International Journal of Human Resource Management is in first place, followed by the Human Resource Management Journal with 15%. Eleven per cent comes from the International Journal of Manpower, Employee Relations, and Personnel Review. During the investigation, the remaining nine journals each produced just one manuscript. To obtain acknowledged research, researchers should prioritise these top journals and concentrate on the most influential articles to thoroughly understand HRM, as shown in Figure 2.

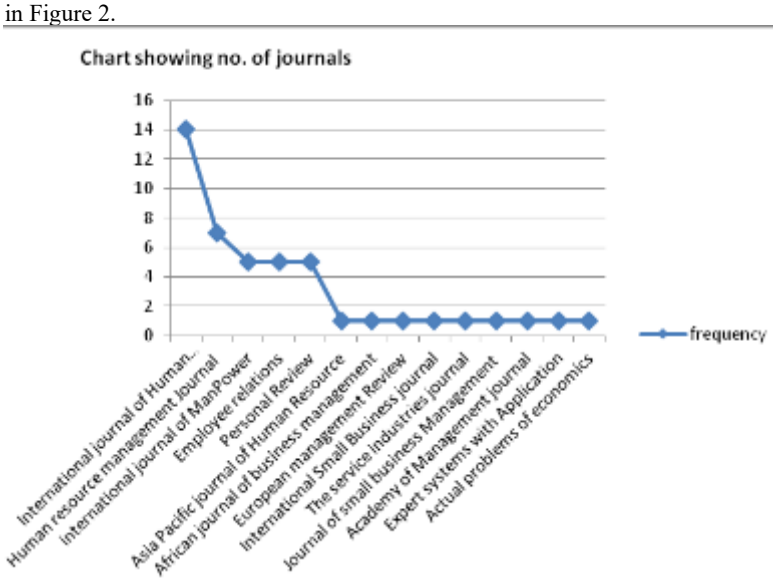


Fig. 2: Journals.

Source: Author's own work.

2.1.2. Evolutions of publications over time

The trends in Organisational Effectiveness (OE) articles and HRM practices from 2005 to 2024 are depicted in Figure 3. The publishing trend indicates a substantial increase between 2007 and 2018, indicating a growing interest in the topic, most likely driven by the changing role of human resources. However, the reduction in 2018 and 2019 shows a transition, which could be affected by shifting market patterns, legislative changes, or COVID-19's global impact. Initially, from 2005 to 2007, there was a rapid increase in publications, from zero in 2005 to approximately two in 2006, followed by minor changes in 2007. Between 2008 and 2018, researchers produced a variable number of publications, ranging from 2 to 3 per year, reflecting a stable but inconsistent pattern likely influenced by funding cycles and institutional support. A dramatic decline in 2019, putting publications near one, indicates a significant disruption in research efforts.

However, between 2020 and 2023, the numbers steadied at around three articles per year, indicating a recovery and continued research vigour. The significant rise in 2024, reaching its maximum point at roughly four publications, suggests renewed interest, presumably supported by better funding, new collaborations, and the conclusion of pending research projects, demonstrating the need for human resources strategies to grow human resources.

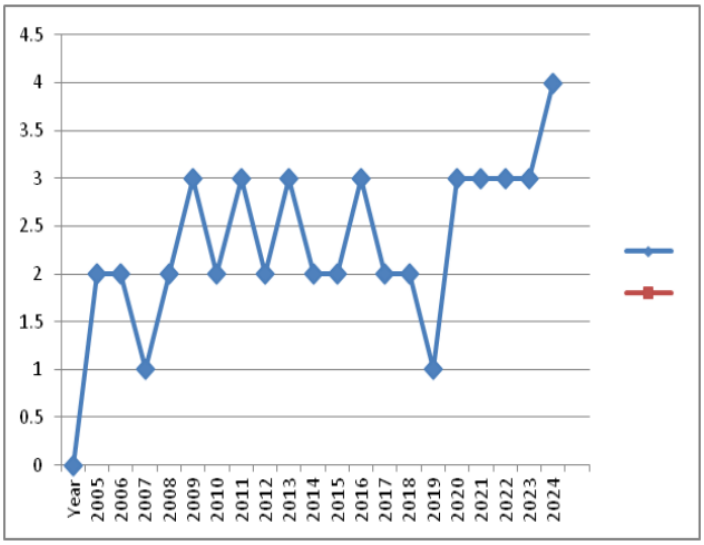


Fig. 3: Time Trend of Publications

Source: Author's own work.

2.1.3. Citation-wise publications

Analysing citations in academic literature allows one to gauge the influence of scholarly works. It helps identify essential documents, authors, journals, and the impact of a publication. This methodology is vital in determining research significance and evaluating specific scholars and institutions. Finally, citation analysis, as shown in Figure 4, helps better understand the scientific ecosystem by informing funding decisions and publication plans. This study highlights the importance and longevity of academic publications by examining citation patterns. Citation analysis serves as a valuable tool for assessing the scholarly impact of research articles, though its interpretation must be understood within context. The findings reveal that Sun et al. (2007), with more than 2,000 citations, represent a highly influential contribution to the field. In contrast, citations for McClean et al. (2011) decline sharply to around 500, indicating a reduced impact over time. In the meantime, Sheehan (2013) and Carlson et al. (2006) continue to have steady citation numbers, suggesting ongoing acknowledgement.

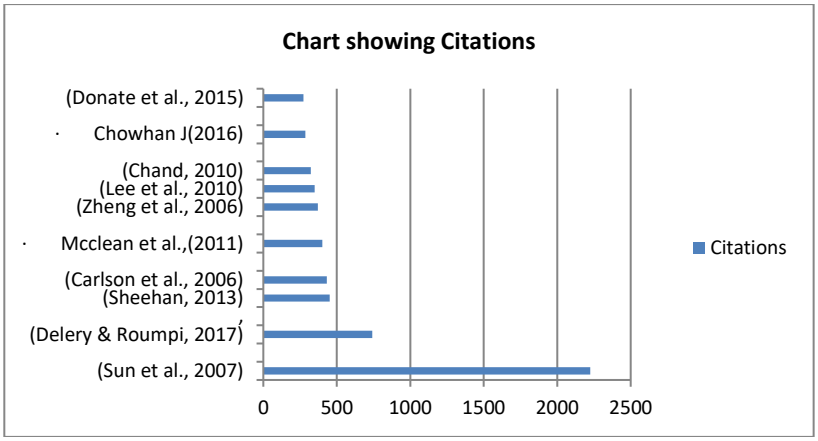


Fig. 4: Citation Analysis.

Source: Author's own work.

2.1.4. Context of HR practices

2.1.4.1. Country The SLR revealed that 55.33% of the reviewed studies originated in Asia, as depicted in Figure 5, with india (15.2%) (Uppal, 2020), as the leading contributor, followed by china (10.9%) (Xiu L et al.(2017), Jordan (8.7%) (Darwish T et al.(2016), Pakistan(6.5%)(Shahid Khan M(2020), Turkish (4.3%), Srilanka (Wickramasinghe & Wickramasinghe, 2020), Vietnam(Thang & Quang, 2005), Taiwan, Arabian Gulf, Malaysia each accounted for (2.2%). North America emerged as the second-largest source of research, contributing (19.1%), led by the USA (10.7%) (McClean et al., 2011) and Canada (4.3%) Chowhan J, 2016).

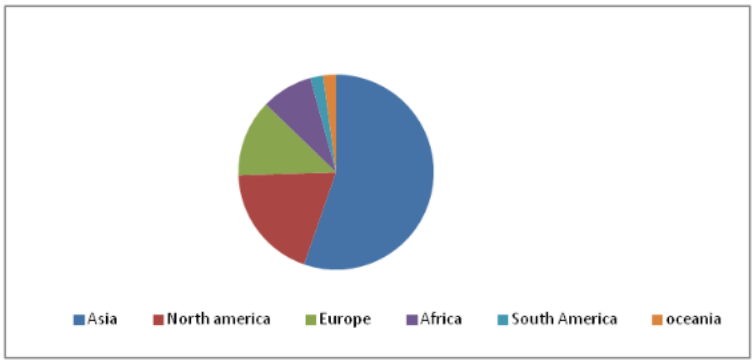


Fig. 5: Country-Wise Distribution.

Source: Author's own work.

The Third contributing continent, Europe, represented (12.8%), with Greece (4.3%) (Theriou G & Chatzoglou P(2014), The United Kingdom (Sheehan, 2014), Switzerland (Raeder S.et al.(2012), Ireland (Fu N et al.(2017), Netherlands (Bal & Dorenbosch, 2015), each accounted for (2.2%). Africa contributes (8.5%), with Ghana (Ghana4.3%)(Otoo F.(2020), Nigeria (Ogunyomi P & Bruning N.(2016), and Tunisia (Mansour et al., 2014), each contributing (2.2%). South America(Carlson et al., 2006), and Oceania collectively comprised 2.2%, represented by Uruguay(Cristiani A & Peiró J., 2019), and Australia (Teo s et al, 2014). Thus, it highlights the potential for globalised research, especially when supported by broader samples from multiple countries.

2.1.4.2. Industry

The main industry that has been noticed in the chosen articles is the Small and medium enterprise (SMEs), as it is present in 12 articles (26.67%). The service sector is present in 10 papers (22.22%), as shown in Figure 6.

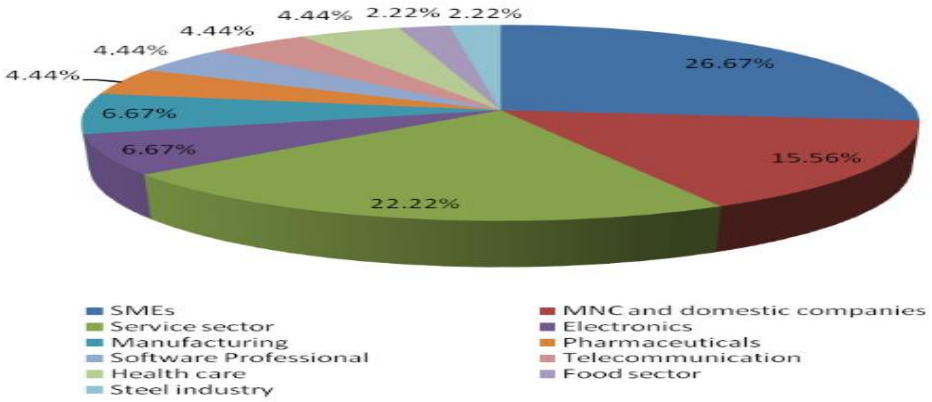


Fig. 6: Industry-Wise Distribution

Source: Author's own work.

The MNC and domestic companies were mentioned in 07 articles (15.56%). Electronic and Manufacturing is present in three studies with (6.67%) each. The pharmaceuticals, Software Professional, Telecommunication, and Health Care were inspected two articles each, with (4.44%). The food Sector and steel industry were inspected in one article with (2.22%) each. The pharmaceuticals, Software Professional, Telecommunication, and Health Care were inspected two articles each, with (4.44%). The food Sector and steel industry were inspected in one article with (2.22%)each. What is noticed from what has been mentioned above is that the focus is on the MNCs, and there are still some industries to be covered, such as oil, education, advertising, and agriculture, which would constitute an opportunity for future research.

2.1.4.3. Performance measurement

The analysis indicates that profitability emerges as the most frequently reported performance measure, appearing in 45 studies (17%) (Theriou, Georgios N.(2014); Otoo F.(2019). Ogunyomi P & Bruning N.(2016), as illustrated in Figure 7. Profitability reflects a company's capacity, independent of its financing policy, to ensure that revenues exceed expenses. Within the HRM practices and organizational effectiveness (OE) literature, it is widely employed to evaluate how effectively firms convert assets into earnings. The second most frequently applied indicator is market share, used in 12 studies (12%)(Theriou G & Chatzoglou P, 2014). Kaur S & Kaur G(2022), which assesses a firm's competitive advantage, growth prospects, and long-term sustainability within its industry. Perceived financial performance, presented in five studies (5.75%), Darwish T et al.(2016), Ogunyomi P & Bruning N.(2016), represents the subjective assessment of financial success by managers or employees in the absence of objective financial data. Employee satisfaction, reported in four studies (4.60%) (Prieto I et al., 2012), captures employees' overall attitudes toward their work and serves as a key determinant of organisational health, influencing productivity, commitment, retention, and customer satisfaction. Similarly, Return on equity (ROE), identified in four studies (4.60%), Darwish T et al.(2016); Kaur S & Kaur G (2022), is an important financial metric for investors, indicating the profitability available to equity shareholders. In addition, employee productivity, also reported in four studies (4.60%) (Tseng & Lee, 2009), measures the efficiency with which employees transform inputs (time, effort, and resources) into valuable outputs, thereby serving as a critical determinant of organizational competitiveness.

Overall, the findings highlight a predominant emphasis on productivity and market share as performance indicators. However, the literature reveals gaps in the exploration of other important dimensions, particularly financial indicators such as stock valuation and non-

financial indicators such as employee absenteeism and participation. These underexplored areas present meaningful opportunities for future research.

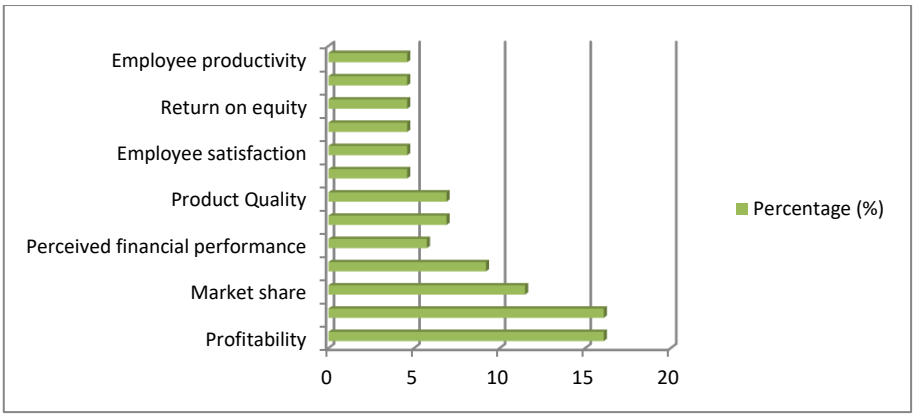


Fig. 7: Performance Measurement.

Source: Author's own work.

2.1.4.4 Methods

The systematic literature review highlighted notable methodological trends. Among the studies reviewed, 45 employed questionnaires or surveys as the primary data collection method. Of these, only five adopted a longitudinal design, while the remaining were cross-sectional. Additionally, eight studies utilised email-based questionnaires, five relied on interviews, and one study employed a telephone-based approach.

3. Content Analysis of Studies

In the contemporary competitive landscape, the success of organizations is predominantly shaped by employees' contributions; nevertheless, these contributions are often contingent upon the presence of supportive HRM practices. (Shore et al., 2004). Human Resource Practices (HRPs) are strategically designed to manage the workforce in alignment with organisational objectives. They are formulated to strengthen employee capabilities, improve efficiency, foster commitment, and enhance overall productivity (Zahoor et al., 2015). The ultimate objective of HRPs is to achieve organisational success by leveraging human resources and their capabilities, capitalising on new opportunities through the influence of organisational behaviour (Cherif, 2020; Jawaad et al., 2019), shaping employee conduct (Waheed et al., 2018), and ultimately enhancing overall organisational performance. Scholars have observed that increasing competition and workplace digitalisation have heightened the demand for robust HRPs and greater job satisfaction (JS) to ensure the survival of modern organizations (Doghan et al., 2019; Silic et al., 2020). Prior research has highlighted the significant influence of HRPs on JS and employee retention (ER) (Cherif, 2020; Ling et al., 2018; Mahmood et al., 2019; Rombaut & Guerry, 2020). Youndt et al. (1996) revealed that an HR system oriented towards human capital management was directly associated with various dimensions of operational performance, including employee productivity, machine efficiency, and customer alignment. Huselid, Jackson, and Schuler (1997) identified a positive association between firm effectiveness and the capabilities and attributes of HR staff. They further concluded that HR management effectiveness positively influences productivity, cash flow, and market value. Moreover, a broad consensus among scholars affirms that HRM practices play a critical role in enabling organisations to achieve objectives such as enhancing employee well-being, improving productivity, reducing turnover, and fostering commitment (Beer et al., 2015). Beyond the extensive body of research conducted in the USA and the UK, studies from diverse contexts—including India (Khandekar & Sharma, 2005), Saudi Arabia (Mellahi & Wood, 2001), Taiwan (Chang & Lee, 2007), New Zealand (Guthrie, 2001), Korea (Bae & Lawler, 2000), and Singapore (Wan et al., 2002)—have also demonstrated that HRM practices exert a positive influence on employee commitment and performance. Studies investigating the effectiveness of HRM practices in the Australian context have reported a significant positive association between HRM practices and organizational performance (Rodwell & Teo, 2008). Pfeffer (1994) outlined sixteen HR practices that can strengthen a firm's competitive advantage, including employment security, selective recruitment, information sharing, employee participation and empowerment, training and skill development, incentive systems, competitive wages, and opportunities for promotion, among others. Similarly, Delaney and Huselid (1996) emphasized recruitment and selection, training and development, participation, and reward as key HR practices. Lee and Lee (2007) recognised training and development, teamwork, performance appraisal, compensation and incentives, human resource planning, and employment security as key factors that enhance organisational performance by improving employee productivity, product quality, and organisational flexibility. Huselid (1995) defined HRM practices as encompassing employee recruitment and selection processes, compensation and performance management systems, employee involvement, and training initiatives. Similarly, Jeffrey and Donald (2003) described HRM practices to include job analysis, recruitment, selection, compensation, benefits, incentives, performance appraisal, and training. Pawan (2000) identified HRM practices as comprising pay and rewards, recruitment and selection, training and development, health and safety, as well as work expansion or reduction. Likewise, Mondy et al. (2002) conceptualised HRM practices around five core functions: staffing, human resource development, compensation and benefits, safety and health, and employee–labour relations, among others. Hornsby and Kuratko (2003) classified HRM practices into five core domains—job analysis and description, recruitment and selection, training, performance appraisal, and compensation—each of which plays a vital role in enhancing employee capabilities and contributing to organizational effectiveness.

This study provides a comprehensive and systematic analysis of the literature spanning the previous two decades, intending to categorise the essential elements influencing the efficiency of human resource management (HRM) procedures. Twenty three essential aspects were discovered i.e. Training and Development, Performance Appraisal, Recruitment and selection, Compensation/Incentives, Internal career opportunities, Selective hiring, Employment security, Selection, Employee participation, Performance evaluation, Career planning, AMO, Intrinsic incentives and rewards, Extrinsic incentives and rewards, Job design, Empowerment, Information Sharing, Job security, Job description, Rewards, Career development, Job rotation, Occupational Health and safety grouped into four main HRM practices: (1)

staffing and workforce planning, (2) training, development, and career progression, (3) performance management and rewards, and (4) work design, participation, and empowerment. This hierarchical taxonomy offers HR practitioners a realistic foundation for constructing thorough checklists that guide the development, implementation, and assessment of HRM practices across various business contexts. On the other hand, Qureshi et al. (2010) classified HRM practices into several dimensions, including selection systems, training, job definition, performance appraisal, compensation, career planning, and employee participation. Furthermore, prior research has consistently established a positive and significant relationship between HRM practices and organisational performance (Becker & Huselid, 1998; Ahmed & Schroeder, 2003; Tessema & Soeter, 2006; Rizov & Croucher, 2009; Lee et al., 2010; Khan, 2010). Abdullah et al. (2009) emphasised that training and development, teamwork, performance appraisal, and human resource planning directly influence business performance by enhancing employee skills, fostering collaboration, improving evaluation mechanisms, and ensuring effective workforce allocation. Empirical evidence suggests that the implementation of HRPs—including performance appraisal, training and development, compensation, grievance redressal, health and safety, and employee participation—significantly influences the effectiveness of skilled human resources (Khan et al., 2019; Sheikh et al., 2018; Subramaniam et al., 2011). Youndt et al. (1996) highlighted that the interaction between business strategy and HRM practices plays a critical role in enhancing organizational effectiveness. Similarly, Chow (2006) argued that aligning business strategies with appropriate HRM practices positively influences firm performance. In reviewing studies on HRPs and their relationship with employee retention or turnover intentions, notable variations in the HRPs examined were observed, with several scholars encouraging future research to incorporate a broader range of practices (Amah & Oyetunde, 2019; Ma et al., 2016; Piasecki, 2019). By integrating multiple influencing factors across different HR categories and organisational roles, such research not only identifies avenues for further exploration but also equips HR departments with insights to customise HRM practices in accordance with workforce-specific needs and operational challenges. This alignment is vital for strengthening strategic HR planning and fostering sustained organizational effectiveness.

Although the majority of studies reviewed report a positive association between HRM practices and organisational effectiveness, the strength and consistency of this relationship vary considerably across contexts, methodologies, and HRM configurations. A convergent pattern emerges in studies conducted in SMEs and service-oriented organisations, particularly in emerging economies, where integrated HRM practices—such as training and development, performance appraisal, and incentive-based compensation—consistently demonstrate significant effects on productivity, employee commitment, and perceived performance (Huselid, 1995; Kaur & Kaur, 2022; Otoo, 2019). However, divergent findings are evident in studies adopting longitudinal designs or conducted in highly regulated or institutionalised environments. For instance, Ogbonnaya et al. (2023) reported null causal effects between HRM practices and organisational outcomes when examined over multiple time waves, suggesting that short-term performance gains observed in cross-sectional studies may not persist over time. Similarly, research in public-sector and highly unionised contexts reveals weaker or conditional effects, indicating that HRM practices may be constrained by institutional rigidity and limited managerial discretion.

4. Limitations and Future Research Directions

This review was limited to studies indexed in the Web of Science database. While this may restrict coverage of regionally focused or emerging journals, Web of Science was deliberately selected due to its rigorous indexing standards, high citation quality, and strong representation of leading HRM and management journals. Given the study's objective of synthesising theoretically robust and empirically validated research, prioritising methodological quality over database breadth was considered appropriate. Nonetheless, future reviews could integrate Scopus and Google Scholar to enhance inclusivity and capture a broader spectrum of scholarly perspectives.

Additionally, the keyword search strategy, though carefully constructed, may have missed studies that employed alternate terminology or phrasing. The decision to restrict the search to article titles further narrows the scope, potentially omitting relevant contributions where key concepts were embedded in abstracts or body text rather than titles. Another limitation pertains to the inconsistency in the definitions and operationalisations of HRM practices across studies. Despite the proliferation of HRM research, there is little convergence in the measurement tools used, and few studies have attempted to assess the equivalence or validity of these instruments across contexts. This lack of standardisation limits the comparability of findings and highlights a significant opportunity for future research to develop, refine, and validate robust HRM measurement scales suited to diverse organisational environments (Schoeb et al., 2021).

Moreover, the review revealed a critical gap in the literature concerning the transferability and contextual impact of HRM practices. The Knowledge-Skills-Attitudes (KSA) framework could be employed to classify HRM interventions based on their core objectives—such as knowledge acquisition, skill development, or behavioural change—and future research could evaluate the effectiveness of these interventions in varied institutional settings. Such studies would enhance our understanding of which HRM strategies are most adaptable and impactful across different organisational structures. The tendency of existing literature to generalise HRM practices without adequate consideration of contextual variables—such as industry sector, organisational size, culture, and technological infrastructure—further limits the practical applicability of current findings. Future investigations should explore how different configurations of HRM practices interact with organisational characteristics and strategic priorities. A validated framework that aligns HRM practices with institutional context and organisational goals could greatly enhance both the theoretical and practical understanding of HRM systems and contribute to improved organisational outcomes. In terms of methodology, the dominance of cross-sectional research designs in HRM studies presents a constraint on the ability to establish causal relationships (Jin et al., 2021; Joo et al., 2011). Future research would benefit from the adoption of longitudinal designs, which can capture the evolving and dynamic nature of HRM practices and their long-term effects on organisational performance. Additionally, there is scope to explore the role of emerging technologies—such as AI-driven recruitment systems, digital performance management tools, and virtual training platforms—in enhancing the implementation and effectiveness of HRM practices.

To advance the field further, future research should pursue several specific directions. First, scholars are encouraged to develop comprehensive models that integrate both external influences (e.g., industry dynamics) and internal organisational factors (e.g., culture and leadership), with a focus on their interaction over time. Such models would provide a more holistic understanding of HRM complexity in real-world settings. Second, as organisations increasingly embrace digital transformation, it is vital to investigate how HRM practices influence innovation and competitive advantage in technology-driven environments, particularly in emerging fields like artificial intelligence and machine learning. These studies can shed light on the evolving role of HRM in supporting organisational agility and future readiness. Third, further research should aim to identify and examine the mechanisms that mediate the relationship between HRM practices and organisational effectiveness. Constructs such as employee competencies, knowledge management, employee well-being, and turnover intention may serve as key mediators that explain how HRM interventions translate into organisational outcomes.

5. Conclusion

This review of 45 peer-reviewed studies (2005–2024) underscores the pivotal role of HRM practices in enhancing organizational effectiveness. The findings reveal a strong regional concentration in Asia, particularly India and China, suggesting limited geographical diversity and highlighting the need for broader cross-regional studies. Sectoral gaps—especially in manufacturing, services, and agriculture—point to future opportunities for contextual frameworks that explain how HR practices foster sustainable competitiveness. Bibliometric analysis further shows a sharp rise in HRM-related publications, peaking in 2023–2024, with SMEs, MNCs, and the service sector most represented. Leading journals such as the Journal of Human Resource Management, Journal of Manpower, and Employee Relations have been central to this scholarly discourse. Together, these findings confirm the increasing recognition of HRM as a strategic lever for organizational value and effectiveness.

The implementation of Human Resource Management (HRM) practices has undergone significant transformation owing to technological advancements and evolving organisational dynamics, particularly in the post-pandemic context. Despite the growing attention to HRM as a strategic tool for enhancing organisational effectiveness, there is a noticeable absence of a comprehensive synthesis of the factors that drive its success. This study addresses this gap by identifying and classifying the factors that promote the effectiveness of HRM practices (RQ1) and utilising these factors to critically evaluate the existing literature and propose avenues for future research (RQ2). To achieve these objectives, a Systematic Literature Review (SLR) was conducted, which yielded 45 relevant peer-reviewed articles. The analysis of the selected studies led to the identification of twenty three essential aspects were discovered "Training and Development, Performance Appraisal, Recruitment and selection, Compensation/Incentives, Internal career opportunities, Selective hiring, Employment security, Selection, Employee participation, Performance evaluation, Career planning, AMO, Intrinsic incentives and rewards, Extrinsic incentives and rewards, Job design, Empowerment, Information Sharing, Job security, Job description, Rewards, Career development, Job rotation, Occupational Health and safety" grouped into four main HRM practices: (1) staffing and workforce planning, (2) training, development, and career progression, (3) performance management and rewards, and (4) work design, participation, and empowerment. A notable contribution of this study is the recognition of "employee competencies and attitudes" as a distinct and critical category in understanding the impact of HRM practices—an area that has received limited scholarly attention. Further analysis indicates that while some factors, such as perceived usefulness of HRM interventions, strategic alignment, and organisational support, have been extensively explored, other factors, particularly those related to employee competencies and attitudes, remain under-investigated. This gap presents a valuable opportunity for future empirical inquiry. Additionally, the study examined the extent to which existing literature has considered contextual parameters—such as the purpose of HRM interventions and the demographic profile of participants—in assessing the effectiveness of HRM practices. The findings reveal inadequate reporting on these contextual elements, with many studies failing to provide information on one or both parameters. Moreover, none of the reviewed studies investigated the potential moderating effects of these contextual factors. Future research is therefore encouraged to incorporate and evaluate contextual parameters to achieve a more nuanced and comprehensive understanding of how HRM practices contribute to organisational effectiveness.

6. Practical Implication

This systematic literature review provides a structured analysis of the factors influencing the effectiveness of Human Resource Management (HRM) practices in enhancing organisational performance. A range of critical factors emerged, including employee competencies, self-efficacy, organisational culture and support mechanisms, technological readiness, infrastructure, managerial capabilities, interpersonal dynamics, and evaluation systems. These factors should be carefully considered during the design and implementation of HRM strategies aimed at improving both individual and organisational outcomes. The study introduces a classification framework that offers human resource professionals and organisational leaders valuable insight into the multi-dimensional nature of HRM effectiveness. By organising the factors into thematic categories, the review enables practitioners to assess current HRM practices and identify areas for improvement. In a landscape marked by rapid organisational and technological change, the findings provide evidence-based guidance for aligning HRM strategies with broader organisational goals. In addition, the review contributes to academic literature by identifying factors particularly salient in contemporary workplaces, especially those involving digital transformation and employee adaptability. Notably, several of these factors—such as organisational technological readiness and employee attitudes toward digital HR practices—remain underexplored. These findings point to future research opportunities that can investigate these dimensions through empirical or mixed-methods studies (Delery & Roumpi, 2017; Kaufman, 2015).

The study also highlights the role of contextual variables, such as the purpose of HRM interventions and the institutional or industrial setting, in determining their effectiveness. Utilising the Knowledge-Skills-Attitudes (KSA) framework (Gagné, 1985), it is evident that HRM initiatives vary in focus depending on context—educational institutions may emphasise knowledge transfer, while corporate environments prioritise skills development and behavioural change. However, a considerable portion of existing literature lacks specificity regarding these contextual parameters, thereby constraining the ability to generalise findings. As a result, future research should integrate contextual information to enable a more nuanced understanding of how HRM practices influence organisational effectiveness across settings (Boxall & Purcell, 2016; Paauwe, 2009). Piasecki (2019) noted that clearly defined HRPs lead to greater employee commitment and reduced attrition. Employee satisfaction, in turn, is a key driver of organizational success. Therefore, organizations must focus on identifying the factors that enhance employee satisfaction and productivity (Pradhan et al., 2019), which can be effectively achieved through the implementation of robust HRPs.

Declarations

All authors declare that they have no conflicts of interest

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