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The effectiveness of human resource management practices on increasing organizational performance and the mediating effect of employee engagement

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ABSTRACT

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Enhancing employee loyalty to the company is essential to maximize corporate ability and achieve respective goals, as employees are the most valuable resource. Hence, managing human resources in organizations is key to achieving contemporary business success. The current study aims to assess the impact of human resource management practices (HRM) on organizational performance with employee engagement as a potential mediator. This study was conducted on Jordanian tourism projects. A total of 300 questionnaires were distributed with 237 returned. The data were analyzed through the partial least squares (PLS) software. Resultantly, performance appraisal and employee engagement significantly and positively impacted organizational performance. Recruitment and selection, training and development, compensation, and performance appraisal also significantly and positively impacted employee engagement. Employee engagement significantly mediated the impact of performance appraisal on recruitment, selection, and compensation with organizational performance.

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1. Introduction

A rapidly altering workplace environment is essential for businesses to account for the present economic situation. Nevertheless, employees encounter difficulties in engaging and managing employers owing to the complexity of jobs and challenges. Employee behaviour could be adversely impacted by lower salary, employment benefits, a lack of professional advancement opportunities, ineffective leadership, and employer indifference. Hence, employee engagement requires a high alignment between human resource (HR) practices and business operations (Kerdpitak & Jermstittiparsert, 2020), including recruitment, selection, training, development programmes, compensation, and performance appraisal, which are key to ensuring engaged employees fulfil organisational objectives (Saad et al., 2021). Prior research indicated that various organisational components depend on the development of vital job skills for employee retention (Youndt & Snell, 2004; Alsakarneh & Hong, 2015). Organisational performance and competitiveness are significantly impacted by organisational heterogeneity, such as plans and objectives (Nyathi & Kekwaletswe, 2023). The HRM practices were also corroborated to improve organisational performance apart from improving personnel skills, organisational behaviours, and organisational capacity (Gerhart, 2008). Simultaneously, past researchers demonstrated several mediating factors between HRM practices and organisational performance (Al Balushi et al., 2023; Irshad et al., 2023). The mechanisms influencing strategic HRM were also studied from several theoretical perspectives, which could assist in developing effective HR activities (Islam & Siengthai, 2010). Moreover, higher employee engagement due to effective HR practices could assist firms in maintaining a

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competitive edge financially. The current study aimed to investigate the mediating effect of employee engagement on the relationship between HRM practices and organisational performance in tourism projects.

2. Literature Review

2.1 HRM practices and organisational performance

Organisational performance is improved, and competitive advantage is gained through HRM. Certain HRM practices are generally perceived to be more effective in certain circumstances (Hijazi et al., 2021) when seeking to elevate employee motivation, self-confidence, and engagement (Mansaray, 2019; Khuong et al., 2020). Investigating HRM practices and organisational performance requires a significant amount of work to reveal the significance of the relationship (Islami, 2021; Safwan et al., 2023; Eneizan et al., 2023). Figure 1 describes the study framework that illustrates the importance of achieving organisational performance through effective HRM practices based on a comprehensive literature review.

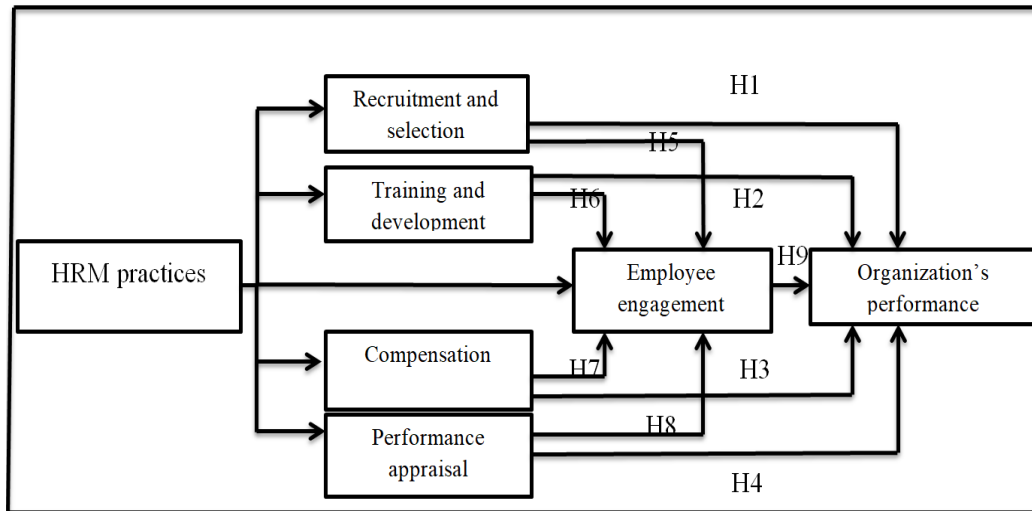


Fig. 1. The Conceptual Framework

Recruiting and selecting employees are integral to the overall organisational sourcing strategy in securing talents to continuously expand the current business size and remain competitive (Alsakarneh & Hongm, 2015). Recruitment is the process of selecting the most suitable candidates from a pool of applicants for a particular job with the primary objective of identifying the top performers in a particular position. Meanwhile, selection is focused on identifying the most qualified candidates, whereas recruiting is concentrated on attracting the most appropriate candidates (Gamage, 2014). Recruiting and selection strategies are highly associated with organisational performance (Gamage, 2014). The organisation discovers and interviews candidates based on the interview test results to ensure sufficient qualification (Alsakarneh et al., 2016).

Each recruitment strategy contains both advantages and disadvantages, depending on the company and the current situation. Real-time recruiting analytics could be collected across several recruiting channels to determine which recruiting channel will be most effective under certain circumstances. Nonetheless, determining the most effective recruiting strategy is challenging before reviewing data from prior recruiting attempts as no single recruiting strategy will be effective for every firm. An organisation should utilise all recruitment channels with a developed system to measure recruitment effectiveness metrics (Sinha & Thaly, 2013). As such, a relevant hypothesis was proposed based on the proposed theoretical framework:

H₁: *Recruitment and selection significantly impact organisational performance.*

Investing in training and development is an effective HRM practice (Vlachos, 2011). Employee training focuses on providing knowledge and instructions to improve performance or accomplish an expected level of knowledge or comprehension (Saeed & Asgher, 2012), wherein developing personal job skills and knowledge is considered a means of encouraging personal growth (Peteraf, 1993). Employee training was also demonstrated by previous studies to improve organisational performance. In addition, effective training is crucial to enhancing employees' skills, knowledge, and job satisfaction, which are integral to organisational success (Guest et al., 2021). Researchers discovered that work motivation was significantly correlated to HR activities (Makhamreh et al., 2022; Abdullah & Othman, 2019). Further training could equip employees with enhanced skills to perform personal duties following increased awareness. Employee training should be tailored to market expectations, marketable information, and skill requirements through different programmes that could contribute to corporate success, such as workplace safety, formal training, and reorientation (Alserhan & Shbail, 2020). Thus, a business should invest in training and development to operate efficiently (Apospori et al., 2008) by improving employees' abilities, knowledge, and skills

(Subramaniam et al., 2011). Past academicians also corroborated that training and development would significantly impact organisational performance (Dimba, 2010). A hypothesis was formulated:

H₂: Training and development significantly impact organisational performance.

Employees and contractors receive compensation in both monetary and non-monetary approaches for contributed time, expertise, and effort when creating goods and services (Fajana, 2002). The organisational ability to attract, retain, and sustain employees is determined by the design and implementation of the respective compensation system. Specifically, employees should be adequately prepared to exert much time and effort to corporate advancement in achieving attractive compensation (Lo et al., 2011). Furthermore, compensation should be aligned with organisational objectives and missions while an incentive programme should correspond to employee enthusiasm with business objectives (Fisher et al., 2007). Employers could also inspire employees by considering work rotation, specification, analysis, and assessment aside from implementing remuneration and incentive plans (Karman, 2022; Kamar, 2023). Compensation and incentive schemes received limited research attention despite the importance of employee engagement, which ultimately impacts organisational performance (Gupta & Shaw, 2014). Nevertheless, existing data suggested that organisations could achieve higher profitability by providing high-quality services and sufficient compensation to employees (Georgiadis & Pitelis, 2012). Moreover, compensation systems are highly associated with organisational performance (King-Kauanui et al., 2006). Business managers revealed that compensation could serve as a valuable tool for enhancing organisational performance (Harris & McMahan, 2015), as remuneration was significantly correlated to organisational success when integrated with a set of high-performing work practices (Shin & Konrad, 2017).

Employees are regarded as the most valuable resource to achieve organisational success both internally and externally. Employee loyalty and dedication to the organisation would be strengthened upon receiving fair treatment, recognition, and rewards. Nonetheless, more empirical evidence is required, although fair remuneration was demonstrated to influence employee commitment in scholarly studies. Adequate compensation in a competitive business environment is crucial to reducing employee turnover (Lee & Lin, 2014). Therefore, the current study postulated as follows:

H₃: Compensation significantly impacts organisational performance.

Inspiring individuals to perform effectively and increasing employees' job satisfaction are positively contributed by a performance appraisal (Alsakrneh et al., 2023). Performance appraisals are formal performance evaluations of a worker or team that provide pertinent feedback regularly (Alsakarneh & Hong, 2015). The HR planning could also be accomplished through the appraisal procedure and further utilised for succession planning, training, or determining whether a candidate is qualified for promotion or certain employment types (Monga, 1983). Performance reviews and any training requirements could also be employed by leaders to develop leadership skills, improve performance, and plan succession.

Performance appraisals would elevate organisational performance (Cascio, 2005), in which performance reviews generate discussions regarding the effectiveness of enhancing organisational performance (Butali & Njoroge, 2017). An efficient performance assessment system is essential to creating competent employees for businesses to prosper. Therefore, performance evaluation influences organisational behaviour and performance (Butali & Njoroge, 2017). Enterprises without a structured performance evaluation process would not compete effectively with the counterparts. Poor performance appraisals would result when performance appraisal methods do not account for management objectives. Appraisers' productivity would also decline when being compelled to conduct substandard appraisal processes, especially top-down evaluations. Accordingly, the following hypothesis was developed:

H₄: Performance appraisal significantly impacts organisational performance.

2.2 HRM practices and employee engagement

Recent works discovered that effective HRM practices were positively associated with employee engagement (Ahmed et al., 2017; Owor, 2016). High worker engagement levels are also significantly impacted by integrated HRM practices and policies (Ababneh, 2021), such as salary management, performance management, and a rigorous recruitment and selection process. Employee engagement would also be significantly increased through effective recruitment and selection procedures, performance reviews, training, development, and compensation (Dessler, 2019). Employers could engage employees in higher work performance by providing challenging tasks and career growth opportunities (Juhdi et al., 2013). Numerous studies investigated the relationship between HRM practices and employee engagement (Kavyashree et al., 2023; Mokoena, 2023; Pawirosumarto et al., 2023), which concluded that certain HRM practices must be implemented to enhance employee participation. Particularly, recruiting and selecting, training and developing, and designing jobs that match employees' skills to the required tasks could assist in improving participation.

A recruitment process involves searching for and recruiting skilled workers to perform essential organisational functions (Hair et al., 2006; Heery & Noon, 2008). Candidates are selected from a pool of applicants for the position based on the respective qualifications and success potential during the selection process (Byars & Rue, 2010; McCauley & Wakefield, 2006).

Recruiting and selection techniques are employed by employers to seek, motivate, and choose applicants based on organisational needs (Tinti et al., 2017). An organisation and the candidate could be an optimal match by clearly explaining the required responsibilities via an effective recruitment and selection procedure (Phillips, 1998). Hence, HRM systems must offer a flexible and engaging work environment to attract individuals with the required skills for organisational success.

Multiple organisations neglected the significance of the organisational selection process despite the continuous HR focus on employee engagement (Inceoglu & Warr, 2011). Employees who are passionate about respective professions would be highly valued by employers. An individual's personality might also influence the interaction rate with colleagues determined via engagement tendency. Nonetheless, limited research was conducted on whether engagement would play a significant role in the organisational selection process. The workplace would be deemed less secure when employees are neurotic, which adversely impacts employee engagement. Pleasant employees also influence employee engagement apart from activating social capital and supporting employee engagement (Al Kahtani & MM, 2022). A relevant hypothesis was posited:

H₅: *Recruitment and selection significantly impact employee engagement.*

An effective technique for increasing employee performance and organisational capability is to invest in employee development and training (Alsakarneh et al., 2023), which would prepare for the job position (Mondy & Martocchio, 2016) by expanding employees' knowledge and competence. The investment in an effective training programme also encourages employees' engagement with the company (Karatepe, 2013), although monetary resources are necessary to train and develop employees to raise employee engagement (Jafri, 2013). Concurrently, workforce training and development are increasingly vital to HR managers as a means of enhancing employee engagement (Siddiqui & Sahar, 2019), which indicates the success of training and development programmes (Azeem & Paracha, 2013). Previous studies established a positive relationship between employee engagement and training as an integral part of HRM practices (Andrew, 2008) to retain employees (Alsakarneh et al., 2018). Training and development activities were also demonstrated to significantly enhance employee engagement (Vance, 2006; Harter et al., 2003). Hence, scrutinising the same relationship in a developing country, including Jordan, is imperative as most research on the relationship between employee engagement and training and development was conducted in developed countries. Additionally, training and development boosts employee engagement by promoting psychological well-being (Gruman, 2011). Employees' participation in a training programme would increase personal engagement with the firm while boosting employee competition (Chahar & Hatwal, 2018). As such, a relevant hypothesis was postulated:

H₆: *Training and development significantly impact employee engagement.*

Compensating an employee in exchange for performing duties and fulfilling responsibilities could be considered a reward (Mondy & Martocchio, 2016), which would significantly impact employee engagement (Vance, 2006). The importance of benefits and rewards was also discovered as a vital engagement factor (Jafri, 2013), in which engaged employees possessed the opportunities to receive higher compensation and awards. Compensation could also predict employee engagement with higher accuracy compared to HRM practices (Aktar & Pangil, 2018), especially operational remuneration (Johari, et al., 2013). Numerous studies revealed that an employee was more engaged at work when receiving the desired compensation package due to the associated psychological benefits (Vandenberghe & Tremblay, 2008; Milkovich & Newman, 2009). An employee's motivational level would improve when being adequately compensated at work (Crawford et al., 2014; Saks, 2006), as the amount of work performed by an individual is highly associated with the provided incentives (Wollard & Shuck, 2011; Markos & Sridevi, 2010). In addition, compensation and engagement are indirectly correlated, as financial incentives may encourage employees to exhibit appropriate work behaviour and be more interested in corporate initiatives (Omolayo & Owolabi, 2007; Gratton, 2004). Employee engagement may also be influenced by rewards and recognition. Nonetheless, the relationship between rewards or compensation and employee engagement remains ambiguous despite a substantial connection between compensation and employee engagement. Therefore, a relevant hypothesis was propounded:

H₇: *Compensation significantly impacts employee engagement.*

Employees are evaluated against a set of standards during performance appraisals before the results are shared with the employees (Jafri, 2013). Performance appraisals are conducted by managers as part of evaluating, characterising, and appraising subordinates' work throughout a certain period (Coens & Jenkins, 2000). Employee engagement is highly influenced by performance appraisals at work, wherein employee involvement is maintained in performance appraisals through transparent and unbiased criteria and procedures. The organisation could simplify and explain relevant goals to ensure that employees' job roles align with the general organisational objectives while assisting the employees to understand respective duties (Jafri, 2013). Feedback and the prediction of future results could be utilised by corporations to boost long-term employee engagement (Chahar & Hatwal, 2018). Specifically, managers employee performance appraisals to assess, evaluate, and determine subordinates' job performance at particular stages. Employees' future orientation would retain the optimal results when the performance appraisals are completed (Karatepe, 2013). Moreover, performance appraisal feedback is beneficial for employees, who can discover personal strengths and weaknesses. This discovery could lead to work enhancement, development, and immersion (Apak et al., 2016). The current study posited as follows:

H₈: *Performance appraisal significantly impacts employee engagement.*

2.3 Employee engagement as a mediator

Employee engagement is pivotal to organisational success (Bhuvanaiah & Raya, 2014). Organisational outcomes and effectiveness are significantly impacted by employee engagement, aside from customer experiences, staff retention rates, employee advocacy, and business culture (Hultell & Gustavsson, 2010). Employees who are passionate and interested in jobs are frequently the key to organisational success, which emphasises the importance of inspiring leadership, passion, and active involvement in the work (Rayton & Yalabik, 2014). Moreover, the organisational ability to perform is directly influenced by employee engagement. Quantifying employee involvement, effect, and demand will enable researchers to holistically understand the complexity of employee involvement (Karumuri, 2016). The existing academic literature on the relationship between HRM practices and organisational performance demonstrates that organisational performance is highly associated with employees' attitudes and behaviours (Eneizan et al., 2021). Employee accomplishment is perceived as the key to employee engagement in theoretical and empirical studies (Ameen & Baharom, 2019; Idrus et al., 2023; Latifah et al., 2023; Susanto et al., 2023). As employee engagement is considered an HR outcome, HRM practices and organisational performance are interconnected. Rich et al. (2010) elucidated that employee engagement is considered a middle ground between the causes and effects of organisational behaviour, in which employee engagement could mitigate the negative impacts of organisational causes and effects (Sundaray, 2011). Furthermore, Truss et al. (2013) suggested that HRM practices could impact performance differently via employee engagement. Ružić (2015) discovered that employee engagement significantly mediated the relationship between HRM practices and organisational performance in the service sector. Past studies also demonstrated that HRM practices were highly associated with employee engagement (Muduli et al., 2016). Hence, this study hypothesised as follows:

H₉: *Employee engagement significantly mediates the relationship between HRM practices and organisational performance.*

3. Methodology

A total of 237 employees from various Jordanian tourism projects were recruited as the study participants by including a balanced sample of males and females. The data were collected via a questionnaire with 24 closed-ended questions measured on a Likert scale ranging from strongly disagree to strongly agree. The questionnaires were distributed physically during regular business hours at different organisational offices, with 237 participants responding to the disseminated questionnaires. The 237 questionnaires were included for data analysis on statistical software (PLS) upon checking and confirming the response accuracy. All measures were adapted from published articles. Specifically, HRM practice items were adopted from Uen and Chien (2004), Cesário (2015), and Gillani et al. (2018). Organisational performance items were adapted from Kuo (2011), while employee engagement items were adopted from Schaufeli et al. (2002). Several statements were also adjusted to ensure respondents comprehended the questionnaire sufficiently for accurate responses.

4. Results and Discussions

The current study employed the SmartPLS version 4 software to conduct partial least squares (PLS) modelling through a two-stage approach to test the study hypotheses. The initial stage focused on the measurement model, which assessed convergent and discriminant validity before advancing to the second stage for hypothesis testing through the structural model. Particularly, convergent validity was evaluated to determine whether a specific item effectively measured the latent variable as intended (Hair et al., 2017). Three key indicators were considered, namely item loadings, average variance extracted (AVE), and composite reliability (CR). Item loadings should be or exceed 0.5, AVE should be or exceed 0.5, and CR should be at least 0.7 to fulfil the thresholds of convergent validity. Tables 1 and 2 demonstrate that all values for item loadings, AVEs, and CRs exceed the thresholds (Hair et al., 2017), which corroborates the successful establishment of convergent validity.

Table 1

Factor Loading

	COM	EE	OP	PA	RS	TD
COM1	0.916					
COM2	0.906					
COM3	0.855					
COM4	0.890					
EE1		0.874				
EE2		0.857				
EE3		0.868				
EE4		0.827				

Table 1

Factor Loading (Continued)

	COM	EE	OP	PA	RS	TD
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OP1	0.830			
OP2	0.808			
OP3	0.852			
OP4	0.805			
PA1		0.809		
PA2		0.794		
PA3		0.791		
PA4		0.846		
RS1			0.883	
RS2			0.850	
RS3			0.944	
RS4			0.943	
TD1				0.873
TD2				0.877
TD3				0.849
TD4				0.849

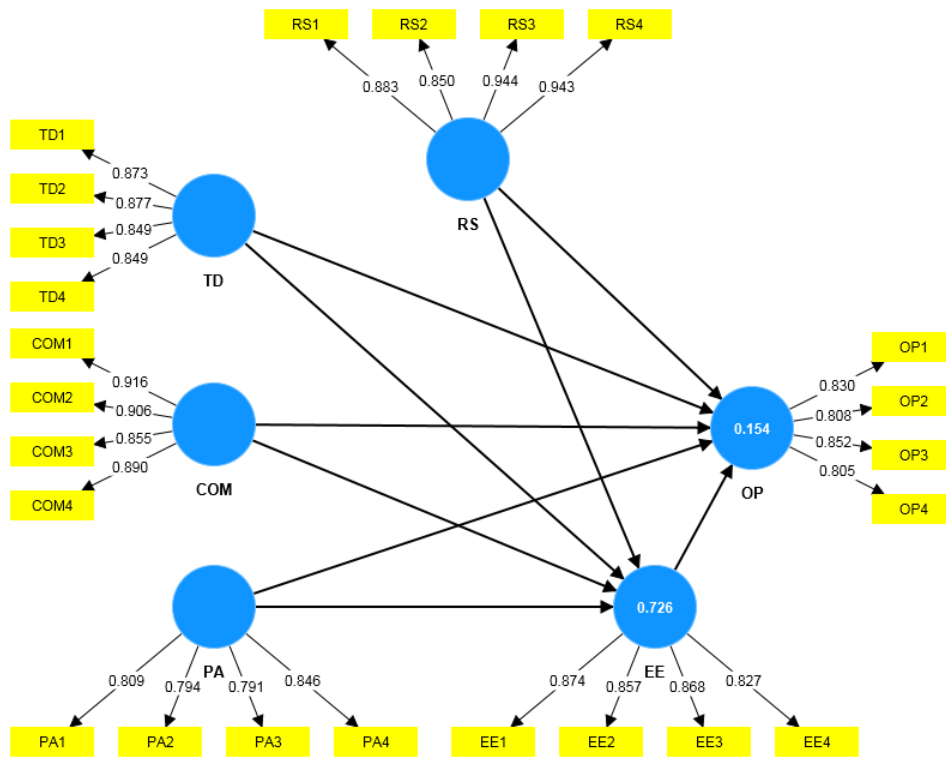


Fig. 2. The Measurement Model

Table 2
Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (Rho_c)	AVE
COM	0.915	0.928	0.940	0.796
EE	0.879	0.889	0.917	0.734
OP	0.843	0.848	0.894	0.679
PA	0.826	0.827	0.884	0.657
RS	0.927	0.931	0.948	0.821
TD	0.886	0.901	0.920	0.743

Discriminant validity was appraised by scrutinising the HTMT criterion following Henseler et al. (2015) and Franke and Sarstedt (2019). The guideline stipulates that HTMT values should not exceed 0.90 to confirm discriminant validity. In Table 3, all the HTMT values are below the 0.90 threshold. The participants recognised the distinctiveness of the six constructs. Summarily, the results of both convergent and discriminant validity tests affirmed the validity and reliability of the measurement items in this study.

Table 3
Discriminant Validity

COM	EE	OP	PA	RS	TD
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COM					
EE	0.535				
OP	0.182	0.401			
PA	0.249	0.565	0.337		
RS	0.364	0.846	0.281	0.357	
TD	0.213	0.424	0.070	0.275	0.312

Table 4
Direct Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-statistic ((O/STDEV))	p-value
COM → EE	0.206	0.207	0.046	4.524	0.000
COM → OP	0.003	0.002	0.069	0.040	0.968
EE → OP	0.339	0.341	0.112	3.033	0.002
PA → EE	0.216	0.217	0.038	5.656	0.000
PA → OP	0.160	0.165	0.068	2.362	0.018
RS → EE	0.613	0.611	0.040	15.249	0.000
RS → OP	-0.026	-0.026	0.097	0.265	0.791
TD → EE	0.112	0.113	0.043	2.610	0.009
TD → OP	-0.130	-0.133	0.068	1.895	0.058

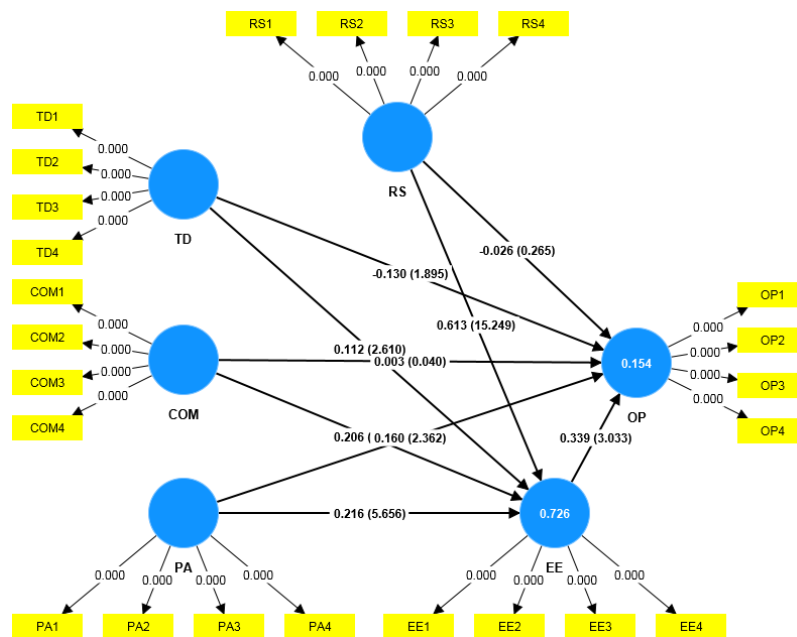


Fig. 3. The Structural Model

Table 5
Mediation Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-statistic ((O/STDEV))	p-value
PA → EE → OP	0.073	0.074	0.028	2.653	0.008
RS → EE → OP	0.208	0.208	0.069	3.001	0.003
COM → EE → OP	0.070	0.071	0.029	2.374	0.018
TD → EE → OP	0.038	0.039	0.021	1.848	0.065

The present study analysed four types of HRM practices, namely recruitment and selection, training and development, compensation, and performance appraisal. The findings demonstrated that HRM practices were conceptually correlated to organisational performance and employee engagement, thus suggesting that HRM practices were significant predictors of performance and engagement. Therefore, HRM practices are pivotal to increasing organisational performance and employee engagement (Tortia et al., 2022; Danilwan & Dirhamsyah, 2022; Rajest et al., 2023). Previous studies also discovered similar results, wherein HRM practices significantly elevated the effectiveness of employee engagement (Aktar & Pangil, 2018; Vuong & Suntrayuth, 2019; Yustrilia et al., 2022; Kavyashree et al., 2023). While compensation insignificantly impacted organisational performance ($\beta = 0.003, t = 0.040, p = 0.968$), the impact was significant on employee engagement ($\beta = 0.206, t = 4.524, p < .001$). The results coincide with previous studies (Efendi & Suwardi, 2020; Jeha et al., 2022). Training and development insignificantly impacted organisational performance ($\beta = -0.130, t = 1.895, p = 0.058$), although the impact was

significant on employee engagement ($\beta = 0.112, t = 2.610, p = 0.009$). The findings are in line with prior research (Raza, 2014; Nwaeke & Obiekwe, 2017; Siddiqui & Sahar, 2019; Bhakuni & Saxena, 2023; Adula et al., 2023). Recruitment and selection insignificantly impacted organisational performance ($\beta = -0.026, t = 0.265, p = 0.791$), despite significantly impacting employee engagement ($\beta = 0.613, t = 15.249, p < .001$). The results correspond with several past studies (Shailashree & Shenoy, 2016; Agwu & Nwoke, 2019; Melkamu, 2021; Birhane, 2021; Bakalo, 2022; Khan, 2023). Meanwhile, performance appraisals were discovered to significantly and positively impact organisational performance ($\beta = 0.160, t = 2.362, p = 0.018$) and employee engagement ($\beta = 0.216, t = 5.656, p = 0.000$), which parallel past findings (Kanisa & Makokha, 2017; Ajibola, 2019; Sabiu et al., 2019; Pradhan, 2020; Mahdiyana, 2022; Shojol, 2023). Moreover, employee engagement significantly and positively impacted organisational performance ($\beta = 0.339, t = 3.033, p = 0.002$), which is in line with previous researchers (Ahmed et al., 2020; Noercahyo et al., 2021; Febrian et al., 2023). Concurrently, employee engagement significantly mediated the impacts of performance appraisal ($\beta = 0.073, t = 2.653, p = 0.008$), recruitment and selection ($\beta = 0.208, t = 3.001, p = 0.003$), and compensation ($\beta = 0.070, t = 2.374, p = 0.018$) on organisational performance.

5. Conclusion

The present study aimed to determine the impact of HRM practices on organisational performance and employee engagement in Jordan. Furthermore, the study intended to support recommendations or plans regarding HRM practices, which could boost or improve organisational performance and worker engagement, particularly in Jordan. Specifically, HRM practices were significantly correlated to organisational performance and employee engagement in the current study and numerous academic and empirical studies. As such, HRM practices should be aligned with organisational strategies, such as recruiting, selecting, training, developing, compensating, and appraising employee performance to ensure high organisational performance and employee engagement. Employees would also demonstrate high performance and positive expectations when organisational HRM practices are effectively coordinated.

Performance denotes efficiency, productivity, competitiveness, and effectiveness, which are employed interchangeably in organisational contexts. A highly recognised theoretical foundation for the relationship between HRM practices and organisational performance is available in the performance framework of work systems. Organisations that encourage employees to become involved in vital business decisions comprise high-performance systems. Accordingly, HR practices should support high-performance work systems that allow employees to expand personal talents by involving employees in decision-making and utilising equipped skills. Highly integrated HRM practices would positively impact organisational performance compared to organisations providing solely individual attention. In addition, HRM practices and performance appraisals that are interconnected and internally consistent, which are identified as bundles, would produce a higher strategic importance. The HR bundles represent larger and broader firm-level impacts instead of concentrating on individual policies. Resultantly, enhanced performance occurs when various individual practices are employed within the bundles, including incentives, training, and recruiting intellectual and skill-based talent.

This study discovered that effective HRM practices significantly elevated organisational performance and employee engagement. The essential components for improving organisational performance and employee engagement could be determined by pinpointing the factors contributing to employees' career decisions. Thus, implementing the most conducive HRM practices based on organisational demands and objectives would enhance employee engagement and organisational performance. Existing enterprises could consider applying the current findings to determine the most optimal HR strategy when HRM practices were significantly associated with organisational performance and employee engagement.

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