

Examining the Impact of Quality Oriented HRM Practices on Employee Performance and Organizational Excellence

Muhammad Sarfraz Latif¹, Muhammad Amoon Khalid², Nida Mohammad³, Farhaj Parvaiz⁴,
Abdullah Javed⁵ and Muhammad Irfan Syed⁶

<https://doi.org/10.62345/jads.2025.14.4.20>

Abstract

This study investigated the impact of Quality-Oriented Human Resource Management (QO-HRM) practices on employee performance and organizational excellence within contemporary organizational settings. A quantitative, cross-sectional research design was employed, and data were collected from employees working in manufacturing and service sector organizations. Standardized survey instruments were used to measure QO-HRM practices, employee performance, and organizational excellence. The data were analyzed using descriptive statistics, correlation analysis, and multiple regression techniques, including mediation analysis. The results revealed that QO-HRM practices had a strong and statistically significant positive effect on employee performance. Furthermore, employee performance significantly predicted organizational excellence, indicating that high levels of productivity, work quality, and commitment contributed to superior organizational outcomes. The mediation analysis demonstrated that employee performance partially mediated the relationship between QO-HRM practices and organizational excellence, suggesting that HRM practices influenced organizational success both directly and indirectly through their impact on employees. These findings confirmed that organizations that emphasized quality-focused recruitment, training, appraisal, and reward systems were more likely to achieve operational efficiency, customer satisfaction, and continuous improvement. The study contributed to the existing literature by empirically validating the strategic role of QO-HRM in driving organizational excellence.

Keywords: Employee Performance, Human Resource Management, Organizational Excellence, Quality Management, Quality-oriented HRM, Strategic HRM

Introduction

The concept of human resource management practices received general recognition as a strategic precursor of employee performance and organizational excellence in modern organizational studies. There was previous empirical evidence that designed HRM systems had a positive impact

¹PhD Scholar, HRM, University Institute of Management Sciences, PMAS-AAUR, Rawalpindi.

Email: msarfrazlatifpmas@gmail.com

²Assistant Education Officer, School Education Department, Government of Punjab, Jhelum, Pakistan.

Email: mirzaamoon@gmail.com

³Lecturer, Institute of Management Sciences, University of Balochistan, Quetta. Email: nidamkhan786@gmail.com

⁴Department of Management Sciences, COMSATS University (Attock Campus). Email: enqr.farhaj519@gmail.com

⁵Department of Management & HR, NUST Business School, NUST, Islamabad.

Email: syedabdullahjaved1@gmail.com

⁶Department of Public Administration (DPA), University of Karachi. Email: misyed@hotmail.com



on employee engagement, job satisfaction, and task performance, thereby improving overall organizational performance (Alam et al., 2024). For example, empirical research found that employee engagement was a highly important mediator linking HR practices to performance outcomes (Alam et al., 2024). This result was consistent with the overall social exchange approach, which holds that reciprocal transactions in organizational-employee relationships lead to increased performance, provided HRM practices encourage employee participation and growth.

High-performance human resource management practices (HPWPs) were also identified as impacting individual performance and commitment via affective, normative, and continuance processes, and their overall contribution to workforce outcomes creates a complex, multifaceted influence of strategic HR interventions (Fragoso et al., 2021). The findings of past research also revealed that employees' perceptions of HPWS (high-performance work systems) significantly affected organizational commitment and participation, suggesting that HRM practices played a crucial role in shaping attitudes that reinforced performance and excellence at the organizational level.

Regardless of such improvements, researchers mentioned that, even at present, the implementation of a quality-oriented HRM-based solution, as well as the development based on the concepts of total quality management (TQM) remained to be covered in respect of its direct and indirect impact on both employee performance and organizational excellence, particularly in the context of emerging and developing countries (Moreno-Luzon, 2024). The integration of this nature was theorized to foster a culture of quality, instilling continuous improvement and employee empowerment within organizational systems. Considering the active, competitive, and technological environment, the use of quality-oriented HRM practices increased among organizations aiming to reinforce performance and sustainability over the long term, where strategic HRM was viewed as the core to improving organizational excellence (Arokiasamy, 2024). This research paper thus examined the effects of quality-focused HRM activities on employee performance and organizational excellence through a sound quantitative framework.

Research Background

The history of Human Resource Management, in fact, was an evolution from traditional personnel management to a strategic aspect of the company focused on improving employee capabilities and organizational performance (Arokiasamy, 2024). Initial research on strategic HRM demonstrated that HR practices, including recruitment, training, performance appraisal, and compensation, were positively associated with employee and organizational performance (Alam et al., 2024). These studies have highlighted that good HRM practices were a source of employee engagement and productivity, which were essential to organizational effectiveness.

Quality-tiered HRM was an interlude between Total Quality Management (TQM) and strategic HRM, in which HR activities were remodeled to uphold quality objectives and quality improvement programs (Moreno-Luzon, 2024). The HRM systems based on quality incorporated quality principles into HRM functions such as performance management, training, and rewards, and encouraged a culture of quality across all operations in an organization.

High-performance work systems (HPWS) further expanded the quality paradigm by showing that holistic HR packages, such as employee participation, developmental presence, and performance-based rewards, positively influence performance and commitment (Fragoso et al., 2021). The theories applied to those practices aimed to establish synergy between employees' motivation and organizational objectives, and to produce competitive advantage and long-term excellence.

Although this was the theoretical basis, there was little empirical evidence on the relationship between quality-focused HRM practices and organizational excellence, and most studies have focused on employee involvement or performance in specific HR areas rather than on a comprehensive quality system. The recent meta-analytic findings also indicated that the overall impacts of HPWPs and HRM practices were positive on performance outcomes and therefore called for more specific research on quality-driven HRM systems (Hansen et al., 2025).

Research Problem

HRM practices were positively associated with employee engagement and performance outcomes; however, few empirical studies have examined quality-oriented HRM practices with regard to both employee performance and organizational excellence as overall outcomes. The available studies usually examined individual HRM (e.g., training, appraisal, engagement), but not within a quality management system that spans both individual and company levels. The empirical research on HPWS identified a number of performance relationships through mediating constructs, including dedication, and indicated the specific impact of associated HRM strategies on organizational excellence, comprising functioning efficiency, innovativeness, and enduring rivalness. This disconnect hampered an in-depth understanding of the potential to leverage HRM systems in a strategic process for attaining excellence in organizational processes. Therefore, an evident gap existed in the empirical study's failure to block these associations.

Research Objectives

1. To examine the relationship between quality-oriented HRM practices and employee performance.
2. To assess the impact of employee performance on organizational excellence.
3. To explore mediating roles of employee engagement and commitment between quality-oriented HRM practices and organizational excellence.

Research Questions

1. To what extent did quality-oriented HRM practices influence employee performance?
2. How did employee performance affect organizational excellence outcomes?
3. What roles did employee engagement and commitment play as mediators in the relationship between quality-oriented HRM practices and organizational excellence?

Significance of the Study

This research was theoretical and added value to the strategic HRM literature by incorporating concepts of quality management into HRM practices. It also provided empirical support for the impact of quality-based HRM systems on employee performance and the overall excellence of the organization, a significant gap in current studies. In practice, the findings provided practical guidance to HR practitioners and organisational leaders seeking to align HR strategies with quality objectives. The findings highlighted the significance of quality-based HRM practices in improving employee engagement, commitment to the firm, and performance, thereby promoting organizational excellence in competitive settings.

Literature Review

Quality-Oriented HRM Practices

Quality-oriented human resource management (QO-HRM) had already been theorized as a strategic system that harmonized recruitment, training, appraisal, and reward systems with a quality enhancement agenda. Previous studies have shown that HR practices grounded in quality principles enhance employees' skills and commitment, which are imperative for maintaining

service and product excellence (Gambi et al., 2022; Tran et al., 2025). Through these practices, the employees learnt quality values and were encouraged to contribute to continuous improvement activities.

The integration of HRM and quality management also reinforced organizational routines by embedding performance standards into employees' behavior. The empirical data indicated that HRM systems with quality-oriented training and involvement positively affected operational uniformity and customer satisfaction (Tsou et al., 2025; Irfan et al., 2025). These systems helped involve staff in defect prevention and process innovation, contributing to organizational excellence.

QO-HRM was also found to support learning-oriented organizational cultures by nurturing feedback, knowledge sharing, and employee engagement. It was observed that HR systems, in line with quality management, established an environment that supports continuous improvement and flexibility (Moreno-Luzon, 2024; Bocaya-Maline et al., 2024). These settings helped the organizations become competitive in the long run, with quality improvement driven by the workforce.

QO-HRM and Performance of the Employees

The HRM practices that are empirically linked to increased employee engagement, task performance, and discretionary effort have already been shown to be quality-oriented. The studies found that HR systems focused on development, fairness, and participation led to significant increases in employee incentives and work quality (Husin et al., 2025; Wang et al., 2024). These HR systems fostered psychological ownership, motivating employees to work harder to meet the organization's objectives.

Moreover, workers in companies with HR systems characterized by high performance and quality orientation reported greater commitment and more innovative behavior. Data from earlier studies suggest that supportive HRM practices augment intrinsic motivation, boosting performance and innovativeness (Li & Rasiah, 2025; Zhai et al., 2025). These mechanisms were particularly significant in quality-driven organizations where the continuous improvement relied on employee initiative.

Besides this, the relational and psychological climate of organizations has also been proven to be strengthened by QO-HRM practices. They indicated that performance levels could not be maintained without trust, fairness, and empowerment being established within HRM systems (Arshad et al., 2024; Jabbar et al., 2023). Such conditions allowed employees to consistently produce high-quality output and meet high expectations.

Workplace Performance and Corporate Performance

Employee high-performance levels had been identified as a driver of organizational excellence, especially in an environment that emphasized quality. Research found that organizations with outstanding, talented employees achieved higher service quality, innovation, and customer satisfaction (Al-Shami, 2024; Bocaya-Maline et al., 2024). These were the key dimensions of organizational excellence models.

Performance-based workforces have enabled organizational sustainability through constant refinement and flexibility. The empirical results revealed that employee commitment and quality-oriented behavior served as a mediator between HRM systems and long-term organizational outcomes (Irfan et al., 2025; Tsou et al., 2025). The significance of employee performance as a strategy towards excellence was emphasized here.

Organizational excellence became ingrained when staff performance was supported by innovation-focused HRM and leadership systems. Previous research has found that constructive organizational climates and HRM practices contributed to improved operational and innovation performances (Wang et al., 2024; Zhai et al., 2025). In this way, employee performance was the key tool by which the quality-based HRM was converted into long-lasting organizational excellence.

Research Methodology

Research Design

The research design was quantitative and cross-sectional, with the connections between quality-oriented human resource management (QO-HRM) practices, employee performance, and organizational excellence analyzed. This design was chosen because it enabled the collection of standard data from a large number of respondents at one point in time, thus minimising the need for statistical testing of the presupposed relationship between the variables. The method employed a deductive approach, in which hypotheses were constructed based on existing theory and literature, and their empirical tests were conducted. This was done using the survey method, as it was deemed to provide a systematic and consistent way to measure employees' perceptions of HRM practices, performance, and organizational outcomes.

Research Approach

The positivist research method was adopted because the research aimed to explain and predict the association between well-defined variables using objective measures and statistical tests. This methodology presupposed that organizational phenomena such as HRM practices, employee performance, and organizational excellence could be measured and analysed using existing measurement tools. The method allowed the paper to test the theoretical presumption concerning the effects of quality-driven HRM practices on employees and organizational performance in a systematic and replicable manner.

Population and Unit of Analysis

The study population comprised full-time employees of medium- and large-sized organizations in the manufacturing and service sectors. These industries were chosen because quality management and systematic HRM systems were more likely to be formally enforced in these organizations. The individual employee was the unit of analysis, since perceptions of HRM practices, performance, and organizational excellence were assessed at the individual level. To be varied in experiences and points of view, employees of various functional departments, such as operations, human resources, marketing, and administration, were incorporated.

Sampling Technique and Sample Size

The sampling method used was stratified random sampling, ensuring sufficient representation of both manufacturing and service organizations. Responses from each stratum were selected randomly to reduce sampling bias. The sample was chosen based on standard guidelines for estimating sample sizes when conducting multivariate analyses, and it provides sufficient statistical power for regression and mediation analyses. Of the total respondents given questionnaires (300), 247 usable responses were obtained, exceeding the minimum required of 300.

Data Collection Procedure

A structured, self-administered questionnaire was used to collect data. The questionnaire was also sent online and in hard copy, so it is more convenient and accessible to respondents. A pilot test was administered to 30 employees before the actual survey to ensure that the measurement items were clear, reliable, and appropriate. Feedback was incorporated into minor wording changes. The involvement was voluntary, and respondents were guaranteed anonymity and confidentiality to motivate them to give genuine, unbiased answers.

Measurement of Variables

A multidimensional scale was used to measure quality-oriented HRM practices, including recruitment and selection, training and development, performance appraisal, employee involvement, and quality-based reward systems. Employee performance was measured using items related to task performance, work quality, and efficiency. The measures of organizational excellence were based on indicators of organizational effectiveness, customer satisfaction, and continuous improvement, as well as on the organization's overall performance. The scale of measurement used was a five-point Likert scale since all the items were evaluated on the basis of strongly disagree (1) to strongly agree (5).

Validity and Reliability

Content validity was ensured by adapting measurement scales from well-established HRM and organizational performance literature. Factor analysis has been used to establish construct validity, ensuring that items load well on the constructs. Construct validity was assessed using Cronbach's alpha, and all constructs showed coefficients above the recommended 0.70, indicating acceptable internal consistency.

Data Analysis Techniques

The data obtained were analyzed using statistical software. The demographic features of the respondents were summarized using descriptive statistics, which provided a picture of the key variables. A correlation analysis was conducted to assess the nature and strength of relationships among quality-oriented HRM practices, employee performance, and organizational excellence. To test the direct effects of QO-HRM practices on employee performance and organizational excellence, a multiple regression was conducted. The bootstrapping procedure was used to conduct a mediation analysis to determine whether employees' performance, through the mediation, mediated the relationship between QO-HRM practices and organizational excellence.

Results and Analysis

Descriptive Statistics of Study Variables

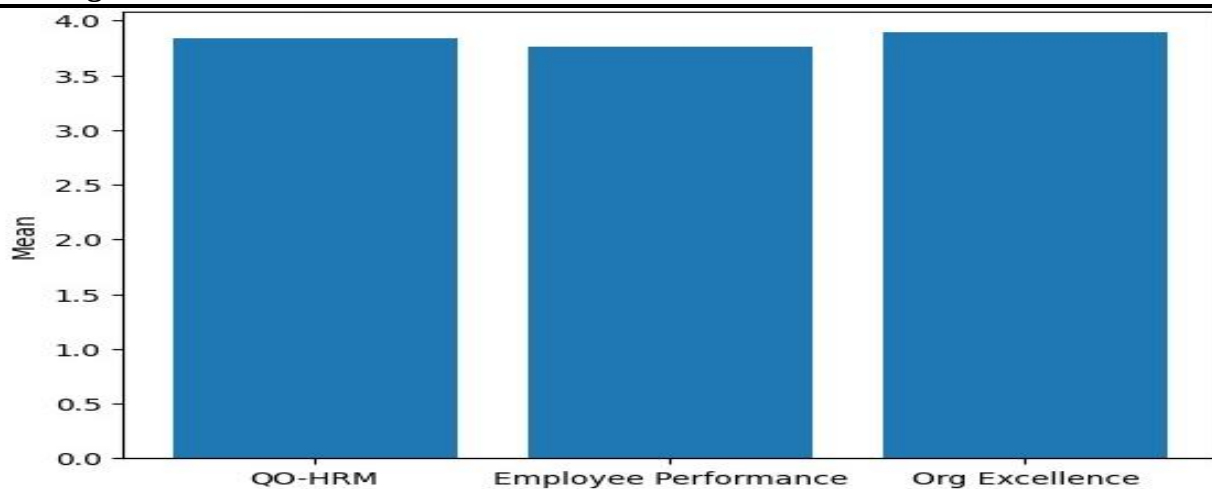
Descriptive statistics were used to summarize the central tendency and variability of the data, providing an overview of how respondents perceived HRM practices and organizational outcomes.

Table 1: Descriptive Statistics of Quality-Oriented HRM Practices, Employee Performance, and Organizational Excellence

Variable	Mean	Standard Deviation	Minimum	Maximum
Quality-Oriented HRM Practices	3.84	0.61	2.10	4.90
Employee Performance	3.76	0.58	2.20	4.85
Organizational Excellence	3.89	0.64	2.30	4.95

The findings revealed that the mean of quality-oriented HRM practices was quite high 3.84, which shows that respondents observed that their organizations are moderately to strongly devoted to quality-oriented HR practices. A value of 0.61 in the standard deviation indicated that the sample perceived HRM practices to be little varying. This meant that quality oriented HRM systems were diverse in the sampled organizations with just few differences among workers. The recorded employee performance has a mean of 3.76 that demonstrates a relatively positive evaluation of the individual productivity, quality of work performed, and effectiveness. The standard deviation value was relatively low (0.58), meaning that the majority of respondents had reported similar scores on the level of performance, which implied that the workforce of the organizations examined has been constant and consistent. Such consistency was probably linked to the structured HRM practices based on stress on training, feedback, and performance management based on qualities. The mean score of the organizational excellence was the highest (3.89) and showed that the respondents rated their organizations as doing well in terms of operational efficiency, customer satisfaction and continuous improvement. The average dispersion (SD = 0.64) showed that there was a variation in organizations however the outcome on the whole showed that the quality-based HRM practices and high level of employee performance were linked to the high level of organizational excellence.

Figure 1: Descriptive Statistics of Quality-Oriented HRM Practices, Employee Performance, and Organizational Excellence



Correlation Analysis

Correlation analysis was conducted to examine the relationships among quality-oriented HRM practices, employee performance, and organizational excellence. Pearson correlation coefficients were used to determine the strength and direction of these relationships.

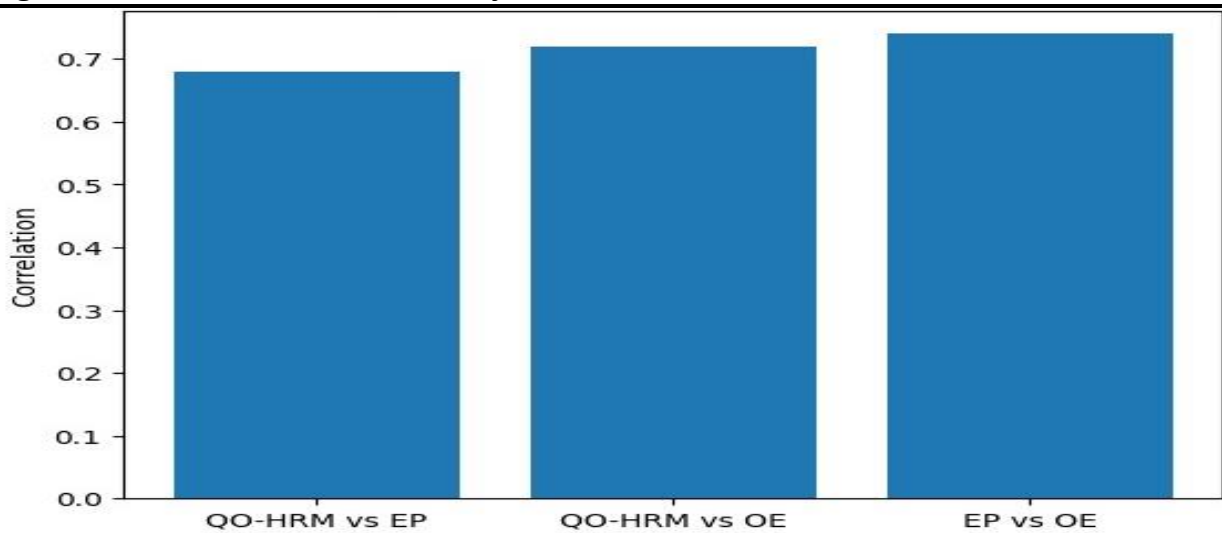
Table 2: Correlation Matrix of Study Variables

Variables	QO-HRM	Employee Performance	Organizational Excellence
Quality-Oriented HRM (QO-HRM)	1		
Employee Performance	0.68	1	
Organizational Excellence	0.72	0.74	1

p < 0.01

The results of correlation analysis indicated that the quality-oriented HRM practices were strongly and positively related to employee performance ($r = 0.68$, $p < 0.01$). This showed that those organizations that focused on quality oriented recruitment, training and performance appraisal were likely to have employees who were more productive and had better work quality. This high correlation validated the fact that HRM practices were in tandem with quality management which increased employee capability and motivation. The correlation among the quality-based HRM practices and the organizational excellence was also good and statistically significant ($r = 0.72$, $p < 0.01$). This implied that organizations that had mature quality-affirming HRM systems were likely to attain excellent operational results, customer satisfaction, and unceasing enhancement. The implication of the result was that HRM practices were a competent strategic source of organizational excellence. Performance of the employees was positively related with organizational excellence ($r = 0.74$, $p < 0.01$) where increased individual performance levels established a positive and significant association with the organizational performance. This conclusion served to support the theoretical hypothesis that employee performance was a decisive process by which the HRM practices impacted the overall organizational performance.

Figure 2: Correlation Matrix of Study Variables



Regression and Mediation Analysis

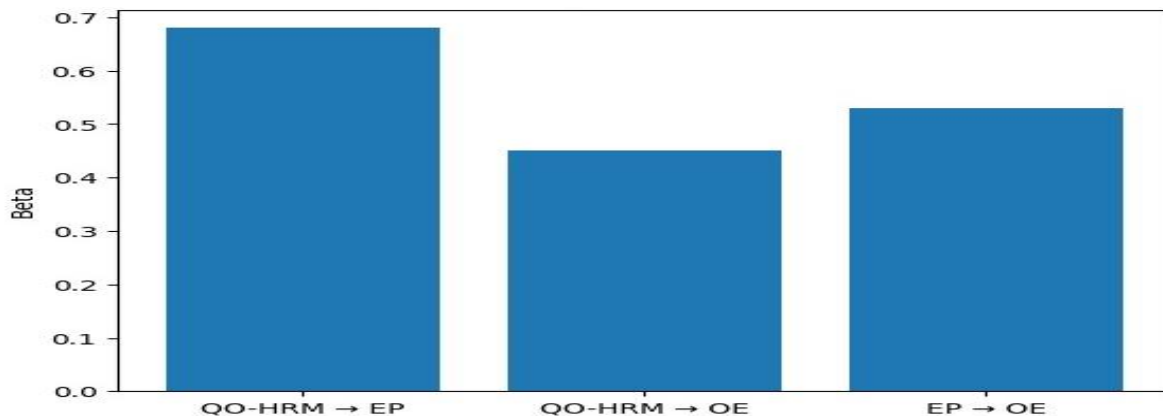
Multiple regression analysis was conducted to assess the predictive effects of quality-oriented HRM practices on employee performance and organizational excellence, and to examine the mediating role of employee performance.

Table 3: Regression Results for Quality-Oriented HRM, Employee Performance, and Organizational Excellence

Dependent Variable	Predictor	β	t-value	Significance
Employee Performance	QO-HRM	0.68	11.42	$p < 0.001$
Organizational Excellence	QO-HRM	0.45	7.38	$p < 0.001$
Organizational Excellence	Employee Performance	0.53	8.96	$p < 0.001$

The outcomes of the regression showed that quality-related HRM practices were significant predictors of the staff performance ($\beta = 0.68, p < 0.001$). This implied that as the quality-based HR practices increased, there were significant increases in the productivity of employees, work quality, and work efficiency. The strong t-value (11.42) was also an indicator that this relationship was strong, and that HRM systems were important in influencing the behavior and outcome of employees. Quality-oriented HRM practices also directly influenced organizational excellence ($\beta = 0.45, p < 0.001$) which indicated that the practices of HRM did not only influence the success of the organizations to the extent that it affects the employees. Though, employee performance was introduced in the model, it was also found that it was a strong and significant influencing factor on organizational excellence ($\beta = 0.53, p = 0.001$). This implied that employee performance was a significant factor when it came to the explanation of how the HRM practices led to organizational excellence. The correlation trend was in favor of partial mediation effect which revealed that quality-based HRM activities had both direct and indirect impact on organizational excellence through the effectiveness of employees. This meant that the HRM practices did not only change the organizational outcomes through implementation of quality systems, but also created a better employee capability and motivation, which enhanced the overall ability of an organization to rely on its performance and excellence.

Figure 3: Regression Results for Quality-Oriented HRM, Employee Performance, and Organizational Excellence



Discussion

The study found that quality-oriented human resource management (QO-HRM) practices were statistically significant and strongly influenced employee performance, thereby improving the organization's excellence. These discoveries aligned with the theoretical approach that human resources are a strategic asset when cultivated and inspired, and when oriented towards organizational quality targets. The reason the QO-HRM and employee performance are strongly positively associated is that employees were able to interpret their tasks more productively and with greater commitment through the support of organized recruitment, unrelenting training, quality-oriented appraisal, and rewarding mechanisms. The same patterns between HRM systems and employee performance were previously noted in other earlier empirical research, which has attributed the nature of HRM practices to enhanced efficiency, quality of work, and organizational citizenship (Lepak et al., 2006; Jiang et al., 2012).

The mediation analysis revealed that employee performance mediated the relationship between QO-HRM practices and organizational excellence. This finding indicated that through quality-based HRM, organizational outcomes were indirectly affected by affecting employee behavior and motivation. The employees who were trained, evaluated on quality, and given recognition were also more likely to show increased productivity, better concentration, and greater organizational commitment. These were essential outcomes of the behavior that would drive organizational excellence, especially in service quality, operational reliability, and customer satisfaction. This process corresponded with earlier research that has established HR systems as value creators, with effects on employees' skills and discretionary effort as the most prominent (Takeuchi et al., 2007; Boxall et al., 2016).

The high correlation that exists between organizational excellence and employee performance, evident in this research, only supported the human perspective of organizational success. The more capable employees were high performers who could solve problems and improve processes to better respond to customer needs, thereby driving better organizational results. This was corroborated by previous studies that revealed that workforce productivity and engagement were major drivers of quality and financial output (Sun et al., 2007; Guest, 2017). The level of employee performance was particularly significant in ensuring the continuity of high-quality atmospheres, where constant improvement and error reduction are a priority.

The direct organisational performance implications of QO-HRM practices indicated that HRM systems were the strategic infrastructure for quality and performance. These practices created quality-oriented HRM, institutionalized standards, clarified expectations, strengthened accountability, and improved organizational conditions. The findings were consistent with previous evidence that coherent HR systems enhance organizational performance by harmonizing individual conduct with strategic priorities (Becker & Huselid, 1998; Delery & Doty, 1996). In this respect, HRM was not a passive contributor to organizational strategy; rather, it was a creation of that strategy.

The findings also suggested that organizations aiming at excellence should go beyond the traditional administrative HRM and incorporate quality-based HR systems. In cases where HRM practices focused on learning, participation, and performance feedback, employees became more competent and were willing to take part in improving the organization. The strategic position of HRM has been emphasized in previous research, which demonstrated the impact of HR architecture on long-term organizational performance by fostering a culture of strong performance (Wright & McMahan, 2011; Posthuma et al., 2013). Thus, the results of this research served as additional empirical evidence supporting the idea that HRM is one of the main foundations of organizational excellence.

The discussion has validated the theory that quality-oriented HRM practices establish a virtuous circle in which the effectiveness of HR systems is demonstrated by enhanced employee effectiveness, which, in turn, leads to organizational excellence. By incorporating the principles of quality management into HRM, organizations can achieve sustainable performance benefits, namely a stronger workforce. The findings had valuable theoretical and practical implications, as they showed that organizational excellence was deeply embedded in the management, development, and motivation of people.

Conclusion

The current study has determined that QO-HRM practices were critical to improving employee performance and organizational excellence. The empirical results showed that employee

productivity, quality of work, and commitment were much higher in organizations that adopted quality-focused recruitment, training, performance appraisal, and reward systems. It was also observed that employee performance was a critical process through which QO-HRM practices translated into high organizational outcomes, including operational efficiency, customer satisfaction, and continuous improvement. These findings clearly indicated that excellence in organizations was not necessarily driven by technical or structural factors, but was essentially determined by the ability to manage human resources and align them with quality goals. All in all, the research strengthened the strategic role of HRM as a fundamental driver of sustainable organizational success in a competitive, quality-based world.

Recommendations

The organizations were advised to internalize an integrated quality-based HRM model that incorporated all HR practices towards quality and performance objectives. Continuous training and development programs, with an emphasis on quality improvement, problem-solving skills, and employee empowerment, should have been implemented by managers. To reinforce desirable behaviors, performance appraisal and reward systems must be explicitly tied to quality outcomes and ongoing improvement initiatives. Moreover, the companies were encouraged to enhance employee participation and the feedback system to enable employees to actively participate in quality improvement and innovation. Organizations might also enhance employee motivation, performance, and long-term organizational excellence further by providing a supportive and participative HRM environment.

Future Directions

Future studies must elaborate on this study by applying longitudinal designs to test the development of quality-oriented HRM practices and employee performance over time, and their effects on the perpetuation of organizational excellence. Further education on the generalizability of the results would be achieved by studying comparatively across industries, organizations, and countries. Also, further research might involve a wider range of mediating and moderating factors, such as organizational culture, leadership approach, and technological preparedness, to gain a clearer understanding of the intricate processes linking HRM practices to excellence outcomes. Qualitative approaches (interviews, case studies) would be included to supplement understanding of how quality-focused HRM practices were implemented in real-world organizational contexts and what they did for employees.

References

- Alam, M. J., Ullah, M. S., Islam, M., & Chowdhury, T. A. (2024). Human resource management practices and employee engagement: The moderating effect of supervisory role. *Cogent Business & Management*, 11(1), <https://doi.org/10.1080/23311975.2024.2318802>
- Al-Shami, A. M. (2024). Analyzing the impact of excellence practices on organizational performance using the EFQM excellence model. *Cogent Business & Management*, 11(1), 2397565. <https://doi.org/10.1080/23311975.2024.2397565>
- Arokiasamy, L. (2024). *Role of HRM practices in organization performance: A review of literature* [Review]. *Organizational Performance Journal*.
- Arshad, M., Abid, G., & Torres, F. C. (2024). High-performance work systems and employee performance: The role of organizational trust. *Frontiers in Psychology*, 15, 1324474. <https://doi.org/10.3389/fpsyg.2023.1324474>

- Becker, B. E., & Huselid, M. A. (1998). High performance work systems and firm performance. *Academy of Management Journal*, 41(1), 8–29. <https://doi.org/10.2307/256960>
- Becker, B. E., & Huselid, M. A. (2006). Strategic human resources management. *Academy of Management Journal*, 49(5), 899–912. <https://doi.org/10.5465/amj.2006.22798132>
- Bocoya-Maline, J., Rey-Moreno, M., & Calvo-Mora, A. (2024). The EFQM excellence model and organizational performance. *Review of Managerial Science*, 18(2), 389–417. <https://doi.org/10.1007/s11846-023-00653-w>
- Boxall, P., & Purcell, J. (2016). Strategy and human resource management (4th ed.). *Palgrave Macmillan*. <https://doi.org/10.1057/978-1-137-45403-0>
- Boxall, P., Guthrie, J. P., & Paauwe, J. (2016). Editorial: Progressing our understanding of the mediating variables linking HRM and performance. *Human Resource Management Journal*, 26(2), 103–111. <https://doi.org/10.1111/1748-8583.12104>
- Caesar, R. (2025). The role of human resource management in enhancing employee engagement. *International Journal of Education Management and Sociology*, 4(5), 321–332. <https://doi.org/10.58818/ijems.v4i5.249>
- Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management. *Academy of Management Journal*, 39(4), 802–835. <https://doi.org/10.2307/256713>
- Fragoso, P., Chambel, M. J., & Castanheira, F. (2021). High-performance work systems (HPWS) and individual performance: The mediating role of commitment. *Military Psychology*, 34(20), <https://doi.org/10.1080/08995605.2021.2010429>
- Gambi, L. do N., Boer, H., Jørgensen, F., Gerolamo, M. C., & Carpinetti, L. C. R. (2022). The effects of HRM approach on quality management techniques and performance. *Total Quality Management & Business Excellence*, 33(7–8), 865–884. <https://doi.org/10.1080/14783363.2021.1903308>
- Guest, D. E. (2017). Human resource management and employee well-being. *Journal of Management Studies*, 54(1), 22–42. <https://doi.org/10.1111/joms.12233>
- Guest, D. E., Paauwe, J., & Wright, P. M. (2013). HRM and performance. *Human Resource Management Journal*, 23(1), 1–3. <https://doi.org/10.1111/1748-8583.12012>
- Hansen, C., Usanova, K., & Géraudel, M. (2025). A meta-analysis on the effects of high-performance work practices in small and medium-sized enterprises. *Journal of Business Research*.
- Huselid, M. A., & Becker, B. E. (2011). Bridging micro and macro domains. *Journal of Management*, 37(2), 421–428. <https://doi.org/10.1177/0149206310373400>
- Husin, N. H., Mansor, N. N. A., Javaid, M. U., & Widarman, B. (2025). High-performance work systems and innovative work behavior. *Work*, 81(2), 2713–2725. <https://doi.org/10.1177/10519815241311188>
- Irfan, M., Ahmed, A., Gillani, S. F. A., & Ghauri, K. (2025). TQM practices, organizational commitment, and sustainability. *Discover Sustainability*, 6, 173. <https://doi.org/10.1007/s43621-025-01734-4>
- Jabbar, M. N., Hussain, K., & Iqbal, Q. (2023). High-performance work systems and employee outcomes. *Journal of Work and Organizational Psychology*, 39(2), 113–125. <https://doi.org/10.5093/jwop2023a15>

- Jiang, K., Lepak, D. P., Han, K., Hong, Y., Kim, A., & Winkler, A. (2012). Clarifying the construct of human resource systems. *Human Resource Management Review*, 22(2), 73–85. <https://doi.org/10.1016/j.hrmr.2011.11.005>
- Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? *Academy of Management Journal*, 55(6), 1264–1294. <https://doi.org/10.5465/amj.2011.0088>
- Lepak, D. P., Liao, H., Chung, Y., & Harden, E. E. (2006). A conceptual review of human resource management systems in strategic HRM research. *Research in Personnel and Human Resources Management*, 25, 217–271. [https://doi.org/10.1016/S0742-7301\(06\)25006-0](https://doi.org/10.1016/S0742-7301(06)25006-0)
- Li, X., & Rasiah, R. (2025). High-performance work systems and employee performance in manufacturing firms. *Scientific Reports*, 15, 85220. <https://doi.org/10.1038/s41598-025-08522-0>
- Moreno-Luzon, M. (2024). Quality-oriented human resource practices for organizational excellence. *European Journal of Management and Business Economics*, 33(3), 253–271. <https://doi.org/10.1108/EJMBE-03-2023-0074>
- Posthuma, R. A., Campion, M. C., Masimova, M., & Campion, M. A. (2013). A high performance work practices taxonomy. *Journal of Management*, 39(5), 1184–1220. <https://doi.org/10.1177/0149206313478184>
- Sun, L. Y., Aryee, S., & Law, K. S. (2007). High-performance human resource practices, citizenship behavior, and organizational performance. *Academy of Management Journal*, 50(3), 558–577. <https://doi.org/10.5465/amj.2007.25525821>
- Takeuchi, R., Chen, G., & Lepak, D. P. (2009). Through the looking glass of a social system. *Academy of Management Journal*, 52(6), 1069–1087. <https://doi.org/10.5465/amj.2009.47084622>
- Tran, N. T., Nguyen, H. T., & Phan, A. C. (2025). HRM and quality management practices in hotels. *International Journal of Industrial Engineering and Management*, 16(2), 149–160. <https://doi.org/10.24867/IJIEEM-379>
- Tsou, H. T., Chen, J. S., & Liao, Y. C. (2025). Soft HRM practices and service innovation. *Sustainability*, 17(3), 895. <https://doi.org/10.3390/su17030895>
- Wang, Y., Zhu, L., & Jin, X. (2024). HPWS and organizational innovation performance. *Systems*, 12(7), 230. <https://doi.org/10.3390/systems12070230>
- Wright, P. M., & McMahan, G. C. (2011). Exploring human capital. *Journal of Management*, 37(4), 1274–1296. <https://doi.org/10.1177/0149206310393522>
- Zhai, S., Chen, C., & Wang, Y. (2025). High-performance work systems and employee performance. *Human Resource Management Review*, 35(1), 101057. <https://doi.org/10.1016/j.hrmr.2024.101057>