

Clear HRM 4.0 for Achieving Organizational Performance: A Dynamic Capability View Perspective

Shoaib Siddiqui¹, Sheikh Muhammad Fakhar E Alam Siddiqui² and Hammad Zafar³

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Abstract

This study explores the concept of Smart HRM 4.0 through the lens of the dynamic capability view (DCV) perspective, which posits that an organization's ability to integrate, build, and reconfigure internal and external competencies is crucial for achieving sustained competitive advantage. By leveraging dynamic capabilities, organizations can effectively respond to rapidly changing environments, thus enhancing their overall performance—quantitative research using a cross-sectional survey design. To examine the Relationship between Smart HRM 4.0 variables and organizational performance. Independent Variables were stickiness to traditional practice, and mediators were learning and knowledge skills, integration, and reconciliation capabilities. At the same time, Dependent Variable is Organizational Performance (measured through financial performance, employee productivity, innovation outcomes, customer satisfaction, etc.) Total Participants: 76 IT Specialists and senior executives. Industry Organization Size: 40% large enterprises, 35% medium-sized companies, 25% small businesses. Technological integration and data-driven decision-making are the most significant predictors of organizational performance. Dynamic capabilities enhance the effectiveness of Smart HRM practices, leading to improved organizational performance. Organizations that effectively develop and leverage their dynamic capabilities are better positioned to achieve high performance through Smart HRM 4.0 practices. Implications for Practice Organizations should invest in advanced HR technologies and foster a culture of continuous learning and innovation. Enhancing dynamic capabilities can amplify the benefits of Smart HRM 4.0 practices, leading to superior organizational performance. HR leaders should focus on building robust sensing, seizing, and reconfiguring capabilities to stay competitive in a rapidly changing environment.

Keywords: Bright HRM 4.0 Dynamic Capability View (DCV), Organizational Performance, Data-Driven Decision-Making, Knowledge Integration, Reconciliation Capabilities

Introduction

The concept of Smart Human Resource Management (HRM) 4.0 integrates advanced technologies and innovative practices to enhance organizational performance. It leverages the principles of industry 4.0, which encompasses automation, data exchange, and the Internet of Things (IoT), to revolutionize HR practices. Key aspects of smart HRM 4.0: automation and ai: incorporating artificial intelligence and machine learning to streamline recruitment, onboarding, and performance management.

¹Karachi University Business School, Karachi. Email: siddiquishoaib298@gmail.com

²Assistant Professor, Karachi University Business School, Karachi. Email: fakhrealam@uok.edu.pk

³Lecturer, Karachi University Business School, Karachi. Email: Hammad.zafar@uok.edu.pk



Problem Statement

From a dynamic capability perspective, how can organizations leverage Smart HRM 4.0 to overcome inefficiencies, enhance data-driven decision-making, adapt to technological advancements, improve employee experience, and achieve higher organizational performance?

Gap Analysis

Employers must prioritize using cutting-edge era, strengthening data analytics, boosting employee satisfaction, encouraging flexibility, encouraging ongoing education, modernizing teamwork instruments, and coordinating HR plans with commercial enterprise goals.

Research Objectives

The examiner's goal is to evaluate and improve the integration of IoT, AI, and machine learning into HR strategies and provide a framework for using big data analytics to assist in strategic HR choices. Through individualized development and ongoing comments, it seeks to increase worker engagement, happiness, and retention while advancing flexible and adaptive HR techniques in line with rapidly evolving eras and market conditions.

Research Questions

1. How can HRM strategies be effectively integrated with emerging technologies like AI, gadget learning, and IoT to improve corporate performance and performance?
2. What are the key barriers and challenges organizations face in adopting Smart HRM 4.0, and how can these barriers be overcome?
3. What role does big data analytics play in improving decision-making processes within HRM, and how can organizations leverage data insights to drive strategic HR initiatives?

Significance of the Study

The study on Smart HRM 4.0 for achieving organizational performance from a dynamic capability perspective holds significant importance for several reasons. Firstly, integrating advanced digital technologies into human resource management (Smart HRM 4.0) represents a transformative shift in how organizations manage their workforce. 2nd, the research adds to the body of understanding of dynamic capabilities—a theoretical construct that encompasses the capacities to recognize risks and opportunities, grasp opportunities, and rearrange assets. Thirdly, the examination has an application to how nicely agencies are featured. The file offers records that HR practitioners and organizational executives can use to guide investments in virtual HR technology by connecting smart HRM 4.0 practices to improved organizational performance. Finally, the findings have broader social ramifications. Smart HRM 4.0 can beautify work happiness, employee well-being, and organizational health by enhancing HR practices and performance.

Literature Review

Creswell and Miller (2000) highlight the role of artificial intelligence in enhancing HR decision-making, focusing on optimizing recruitment and employee retention strategies. The research indicates that AI tools improve the accuracy of talent matching and reduce bias in the recruitment process.

Glaister et al. (2018) discuss the impact of smart HRM 4.0 on employee engagement, showing that integrating AI and IoT in HR functions significantly enhances employee experience by providing

personalized feedback and growth opportunities, leading to higher productivity and job satisfaction.

Conte and Siano (2023) examine the effectiveness of data-driven HR strategies in predictive talent management, where AI and machine learning algorithms are used to predict employee turnover and identify potential skill gaps, helping organizations proactively address HR challenges.

Drnevich and Kriauciunas (2011) focus on the role of blockchain in HR processes, particularly in improving the transparency and security of employee data management. The study suggests that blockchain technology enhances trust between employees and employers, fostering a more collaborative work environment.

Duman and Akdemir (2021) explore using advanced data analytics to improve performance appraisal systems. By integrating AI-powered analytics, organizations can achieve more accurate, bias-free, objective performance evaluations, which are crucial for talent development.

Díaz-Chao et al. (2021) emphasize the role of automation in HRM, particularly in reducing administrative burdens. They highlight that chatbots and automation tools have transformed employee onboarding and administrative HR functions, allowing HR departments to focus more on strategic decision-making.

Gupta et al. (2019) discuss the role of employee well-being in HRM 4.0, showing how IoT devices and AI can monitor employee health and well-being in real-time. This allows for better support for employees' physical and mental health, thus enhancing overall organizational productivity. These studies reflect the most recent advancements and applications of Smart HRM 4.0 technologies, supporting the idea that AI, IoT, blockchain, and data analytics are shaping the future of HR management.

Conceptual Development

This bankruptcy defined the conceptual framework and version created to comprehend the link and direct impact of smart HRM 4.0 practice stickiness to conventional exercise learning and knowledge reconfiguration skills within the IT area's HR feature. A hypothesis is developed to discover this link and its implications for HR effects.

Conceptual Structure

According to the conceptual framework, the development of dynamic skills such as detecting, seizing, and reconfiguring is how innovative HRM 4.0 practices improve organizational performance. Those capabilities facilitate agencies' understanding and capitalize on opportunities while accommodating changes. Those skills are enhanced by using clever HRM 4.0 approaches like automation, data analytics, and artificial intelligence (AI), which ultimately leads to advanced performance results. The paradigm strongly emphasizes how dynamic talents mediate the link between organizational overall performance and clever HRM 4.0 practices.

Direct Impact, Connection between Organizational Performance and Innovative HR 4.0 Practices

Due to several crucial factors, clever HR 4.0 practices dramatically improve the overall performance of an organization. First, performance is multiplied, errors are reduced, and resource allocation is optimized by automating HR procedures using AI and gadget learning. Second, HR can make well-informed decisions based on real-time insights into workforce developments and employee performance appraisal to data-pushed decision-making enabled by sophisticated analytics. Resource control and strategic planning are each advantages of this. Thirdly, by

providing well-being programs, ongoing feedback, and individualized increase opportunities, innovative HR 4.0 improves employee enjoyment, retention, and pride. Fourthly, by using smart HR4.0, corporations can react quickly to market and generation modifications, which promotes flexibility and agility. Fifth, ensuring that HR strategies are consistent with overarching company objectives ensures that HR sports are instantaneous and impact increase and innovation.

First hypothesis (H1): Smart HRM's four zero practices impact organizational performance. This link indicates that enforcing HRM techniques and generation improves an organization's standard overall performance results, effectiveness, and efficiency.

Adherence to Customs about Organizational Performance

Organizational performance may be impacted by adhering to conventional HR practices in some of the approaches. A loss of automation and manual operations could result in inefficiencies, raising operating prices, and increasing errors. 2nd, decision-making might be less informed without using sophisticated analytics and statistics-pushed insights, which could impact resource allocation and strategic planning. Thirdly, traditional HR techniques should lower employee engagement and satisfaction because they'll not sufficiently cope with every worker's precise improvement necessities or offer ongoing remarks.

2nd hypothesis (H2): Adherence to mounted HR procedures adversely affects organizational performance. This hyperlink implies that relying too heavily on conventional HR practices may make it more difficult for the enterprise to innovate, adapt, and offer exceptional effects viable in a rapidly changing market.

Model of Mediate Moderation

The mediation-moderation version for smart HRM 4.0 highlights the tricky Courting among superior HRM practices, dynamic capabilities, and organizational performance. It emphasizes the importance of recalling each moderating and mediating element to realize how innovative HRM is. Zero practices help acquire super performance in converting enterprise conditions.

Relationship between Expertise and Studying and Organizational Fulfillment

Organizational performance is significantly impacted by gaining knowledge of and knowledge control in some vital methods. First of all, encouraging surroundings of ongoing knowledge promotes employee talents and competencies, boosting output and creativity inside the enterprise. 2d, efficient expertise management ensures crucial insights and excellent practices are recorded, disseminated, and used across the company, resulting in better problem-fixing and decision-making. Thirdly, since their experience favored and advocated in their expert development, workers at companies with high precedence on learning and knowledge transfer tend to have better employee satisfaction and retention costs. Fourthly, by facilitating brief adjustments in response to modifications inside the market and advances in the era, studying and knowledge efforts assist organizational agility.

The third hypothesis (H3): Knowledge management and organizational learning positively impact performance. This link means greater productivity, creativity, and popular performance outcomes are the effects of efficient learning techniques and information change inside a company.

Courting among Organizational Performance and Reconfiguration Abilities

Reconfiguration abilities are critical for improving the performance of organizations because they provide flexibility and response to converting conditions. Sturdy reconfiguration talents permit

organizations to respond to changing marketplace situations, technological breakthroughs, and competitive challenges by enhancing their plans, processes, and sources. They can hastily take benefit of new possibilities and decrease dangers because of their adaptability, improving operational resilience and efficiency. Moreover, reconfiguration abilities make it less complicated to coordinate strategically, ensuring that operational operations and corporate targets stay tightly connected. In changing enterprise environments, agencies may hold a competitive edge and preserve long-term fulfillment by cultivating a lifestyle of innovation and persistent development. *Speculation 4 (H4)*: Organizational overall performance is favorably impacted by reconfiguration capabilities. This Relationship indicates that, in contrast to agencies with less adaptive competencies, people with strong reconfiguration competencies—facilitated by adaptive HRM practices and technological integration, or smart HRM four.0—are better able to innovate quickly, adapt to changing marketplace situations, and attain superior overall performance results.

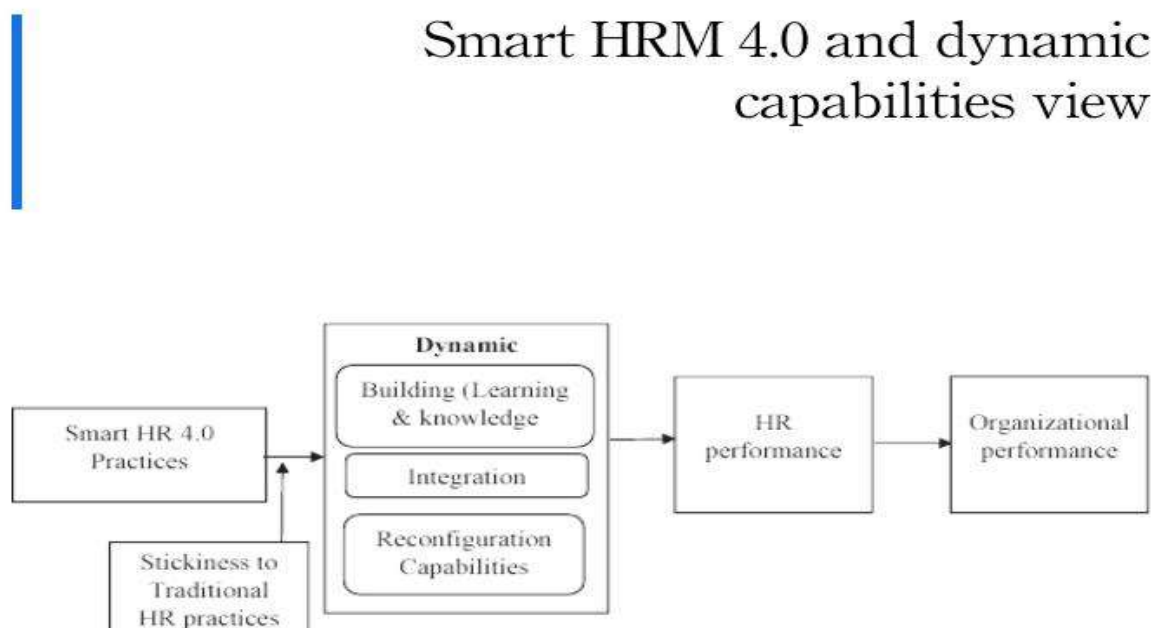
Mediating Elements

The innovative HRM 4.0 framework's mediating variables are essential for converting HRM practices into improved organizational performance. Agencies may also enhance their flexibility, creativity, and trendy efficacy in conducting their strategic objectives by cultivating and using these dynamic qualities. This thorough comprehension of the mediating variables offers insightful statistics for each theoretical and real-international application inside the HRM and organizational improvement fields.

Relationship between Organizational Performance and HR Performance

Through some channels, this superior HR overall performance supports organizational overall performance. First and foremost, accurate HR processes improve worker productivity, happiness, and retention, which directly relate to organizational efficiency and operational success. Secondly, proficient HRM facilitates improved skills acquisition and improvement control for firms, resulting in a knowledgeable and flexible workforce sufficient to meet changing market situations and technology breakthroughs. Furthermore, using smart HRM 4.0 strategies enables the development of dynamic capacities in enterprises. Organizational agility and resilience depend on those dynamic qualities, which consist of spotting adjustments within the marketplace, grasping opportunities, and rearranging sources reacting to converting circumstances. Agencies may enhance their potential for innovation and competitive gain in changing commercial enterprise contexts by continually employing statistics-driven insights and automation to alternate their HR approach and operational tactics. Ultimately, the mediation function of dynamic abilities emphasizes how profits in HR performance improve organizational performance.

Hypothesis five (H5): Organizational success is favorably impacted by stepped-forward HR performance, which is fueled by smart HRM 4.0 practices. In keeping with this dating, advanced employee productivity, delight, and organizational efficiency result from green and powerful human aid management, which includes factors like talent acquisition, improvement, and retention made possible through technologies. These factors ultimately result in advanced ordinary performance results.

Figure 1: Smart HRM 4.0 and dynamic capabilities view

A number of important insights are revealed by the smart HRM 4.0 conceptual model, which uses a dynamic capability attitude to obtain organizational success. Organizations can also improve their HR activities and optimize recruiting, training, and overall performance control methods by using the use of modern HRM methods inclusive of synthetic intelligence (AI), automation, and statistics analytics. These enhancements assist the increase of dynamic abilities including opportunity grabbing, resource reconfiguration, and marketplace sensing in addition to enhancing HR performance.

Research Methodology

The research method used to verify the conceptual version suggested and check the hypothesis is defined in depth on this chapter. The studies paradigms, device design, pilot study, and exclusive facts processing and analysis methodologies are all part of the method.

Framework for Research

The dynamic potential serves because the research paradigm for the study of smart HRM 4.0. The positivist foundation of view method emphasizes objectivity, scientific research, and quantitative evaluation. So one can compare theories-based totally hypotheses, this approach collects information the usage of surveys and dependent questionnaires the usage of a deductive system. Rigid, repeatable, and extensively applicable outcomes are assured while interactions among variables are analyzed by way of statistical approaches which includes Structural Equation Modeling (SEM).

Design

Strength analysis is used to identify a modest sample size (55 participants) in order to assure reliable statistical evaluation.

Structured questionnaires and surveys are used to accumulate data. Likert-scale questions are protected into the survey tool to evaluate the scale associated with clever HRM 4.0 practices dynamic capacities (e.g., reconfiguring understanding and studying integration) and organizational overall performance.

The research system entails a number of steps, including growing and validating the survey tool, selecting participants through stratified random sampling, dispensing the survey electronically and collecting responses, cleansing and filtering the records, running statistical analyses including SEM, and interpreting and reporting the findings.

Design of Instruments

A tool that uses known scales has been developed to evaluate how smart HRM 4.0's dynamic capabilities affect organizational performance. By doing this, the validity and reliability of the constructs being assessed are guaranteed.

Every object could be rated via participants the use of a 5-factor Likert scale, which runs from: 1. vehemently disagree 2. disagree 3-detached 4-concur 5-very much agree

Table 1: Tools to develop HRM dynamic capabilities

Construct	Code	No of items	Author
Smart HRM 4.0 practice	shrm1-shrm5	05	Eisendhardt
HRM dynamic capabilities			Teece
Learning and knowledge capabilities	lk1- lk6	06	
Integration capabilities	i1-i3	03	Brewster
Reconfiguration capabilities	r1-r6	06	Tidd
Stickiness to traditional HR practice	thrp1-thrp2	02	Tushman
HR performance	hrp1-hrp6	06	Leviathal
Organizational performance	op1-op3	03	Bondarowk

Pilot Testing

A Pilot study conducted to test the questionnaire clarity relevance and reliability the pilot sample consists of 54 professionals from the IT sector.

Sampling and Data Collection

The study used online surveys with 85 IT department approved replies (64% response rate). The sample size was determined to be 100 or 10% of the target population with the starting of minimum of 200. Random something was used to ensure representation of different its specialization according to the portfolio and geographic association

Descriptive Assessment of Measurement Model and Structural Model

Measurement Model Analysis

Independent variable SHRM had 6 items but after calculation SHRM4 is remaining has value 0.391 whole THR had 2 items (THR1 AND THR2) has values 0.707 and 0.873 mediation items learning and knowledge skills have 6 items after calculation LKS5 AND LKS6 has remaining which has values 0.925 and 0.911 respectively integration capabilities had 3 items after calculation

IC3 has been remaining which has value 1.000. Reconfiguration capabilities had 8 items at the time of calculation 5 items were negative values and remaining 3 are (RC3 RC6 AND RC7) have Values 0.828, 0.836 and 0.813 respectively. human resource performance had 6 items but after calculation only one has remaining which has value of about 1.000. Dependent variable firm performance had 3 items and one item has been exempted so only two variables FP1 and FP2 has remaining which has values about 0.803 and 0.805 respectively.

Hypothesized Relationships

H1: Smart HRM 4.0 practices positively influence dynamic capabilities (Learning, integration and reconfiguring capabilities)

H2: Dynamic capabilities positively influence organizational performance.

H3: Dynamic capabilities mediate the relationship between Smart HRM 4.0 practices and organizational performance.

Model Constructs

Independent Variable: Smart HRM 4.0 practices

Mediating Variables: Dynamic capabilities (Learning skills, Integration and reconfiguration capabilities)

Dependent Variable: Organizational performance

Measurement Model Validation

Objective: Ensure that survey items accurately measure the latent constructs

- Assess reliability:
- Cronbach's Alpha: Values > 0.70 indicate good reliability.
- Composite Reliability (CR): Values > 0.70 indicate good reliability

Software: SEM software (e.g., AMOS, LISREL, or SmartPLS).

Model Estimation

Input Data: Use the covariance or correlation matrix of the measured variables.

Estimation Techniques: Maximum likelihood estimation (MLE) or Partial Least Squares (PLS) depending on the data and software used.

Model Fit Evaluation

Chi-Square Test (χ^2): Non-significant value indicates good fit.

Root Mean Square Error of Approximation (RMSEA): Values < 0.08 indicate acceptable fit.

Comparative Fit Index (CFI): Values > 0.90 indicate good fit.

Tucker-Lewis Index (TLI): Values > 0.90 indicate good fit.

Standardized Root Mean Square Residual (SRMR): Values < 0.08 indicate good fit

Path Analysis and Hypothesis Testing incidence intervals.

Direct Effects

- Smart HRM 4.0 → Learning and knowledge skills
- Smart HRM 4.0 → Integration
- Smart HRM 4.0 → Reconfiguring capabilities
- learning and knowledge skills → Organizational Performance
- Integration → Organizational Performance

- Reconfiguring → Organizational Performance

Mediation Analysis

Testing Mediation Effects: Methods: Sobel test or bootstrapping.

Assess if dynamic capabilities mediate the relationship between Smart HRM 4.0 practices and organizational performance.

Reporting Results

Final Structural Model: Present the path coefficients, significance levels, and fit indices.

Discussion

- Interpret the results in the context of the hypotheses and theoretical framework.
- Discuss the implications for theory and practice.

Conclusion

Structural model analysis rigorously tests the hypothesized relationships between Smart HRM 4.0 practices, dynamic capabilities, and organizational performance. By following a structured approach, researchers can ensure the robustness and validity of their findings, providing valuable insights for both academic research and practical.

Data Analysis

This chapter presents the analysis and result of the data collected focusing on the demographic profiles of the respondent the measurement model and the structural model the findings are discussed in the context of their study's hypothesis.

Demographics Profile of Respondents

The demographic profile of the respondents include information on age gender and experiences descriptive statistics are used to summarize the information.

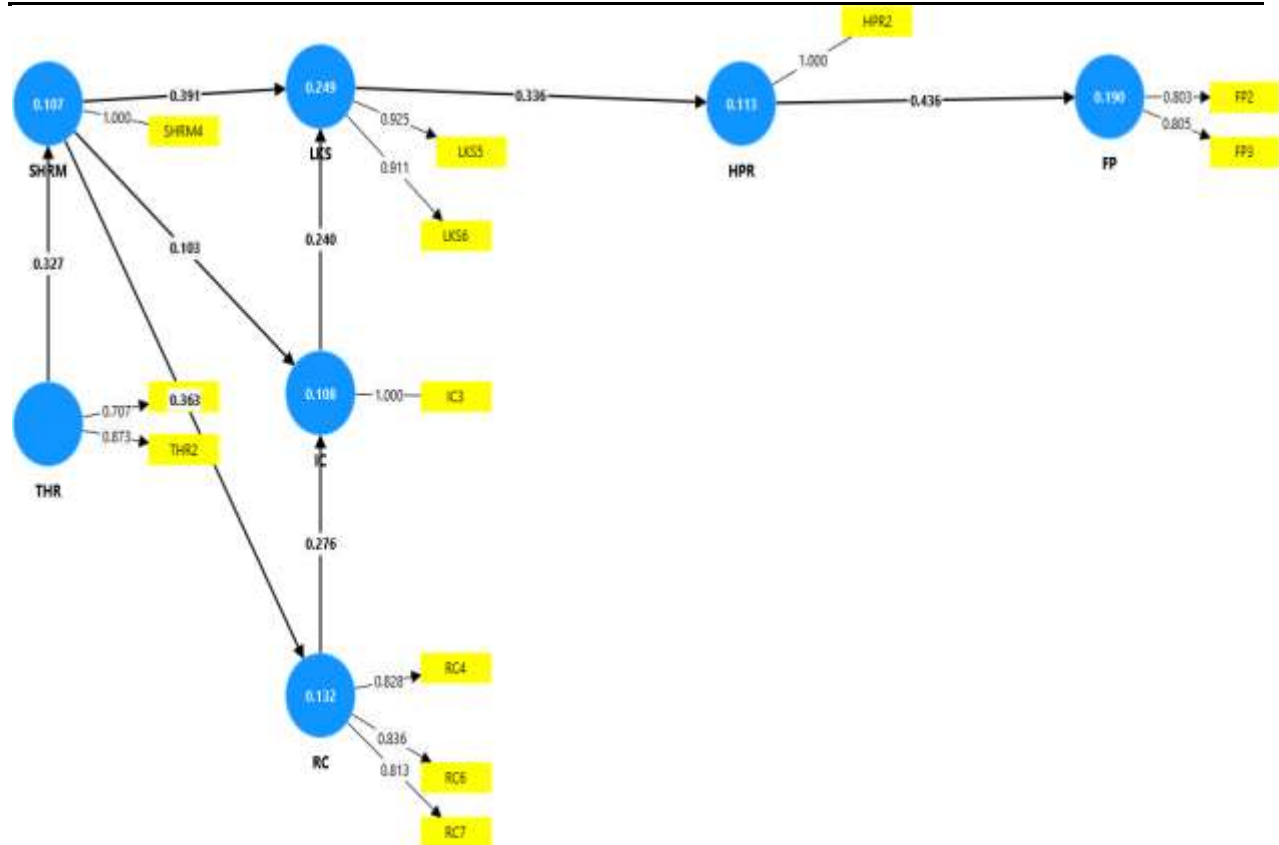
Table 2: Respondent profiles (demographics)

Age	Sample Amount	Percentage
18-27	57	68.5%
28-38	09	16.66%
39-48	06	11.11%
49-58	03	1.85 %
Gender		
MALE	27	50%
FEMALE	27	50%
Experience		
10-20 years	35	64.8%
20-30 years	02	3.70%
More than 30 years	8	14.81%

Measurement Model Assessment

The measurement model is evaluated using confirmatory factor analysis see CFA to assess the reliability and validity of the construct.

Figure 2: Model assessment



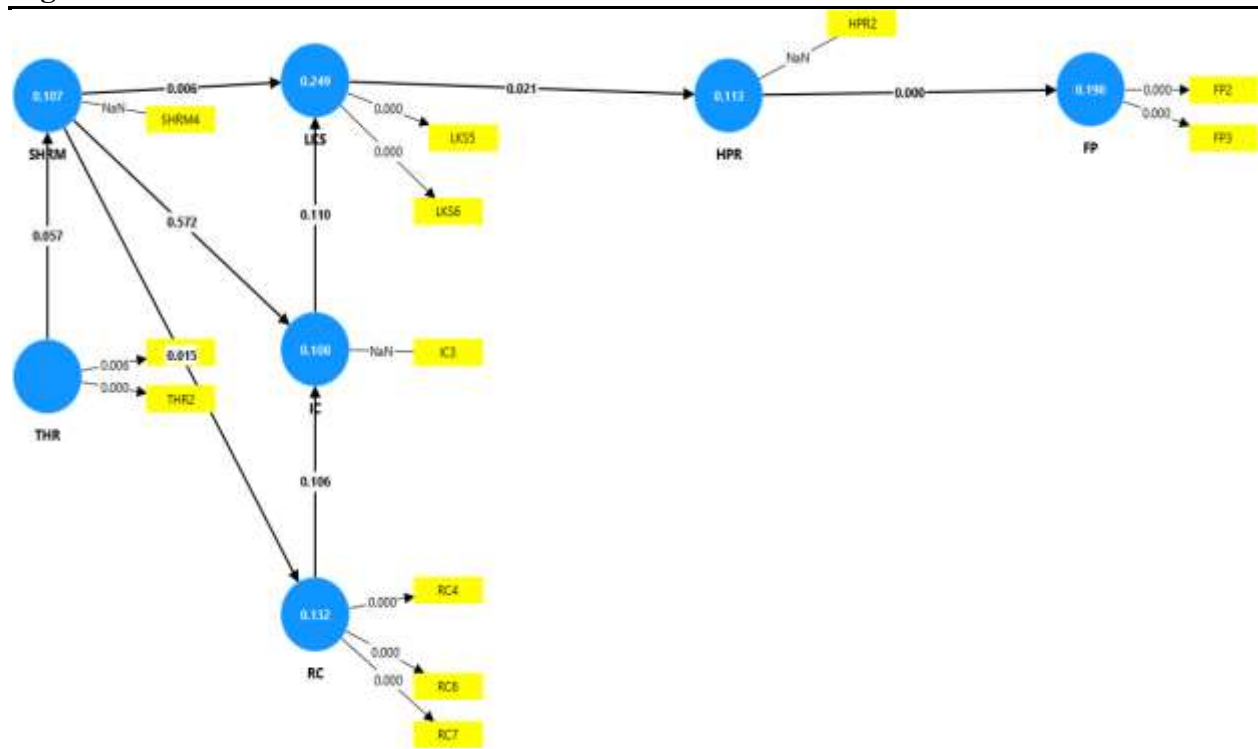
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Table 3: Reliability and validity of construct

Construct	Cronbach's Alpha	Composite Reliability (CR) rho_a	Composite Reliability (CR) rho-c	Average Variance extracted (AVE)
FP	0.72	0.752	0.785	0.646
LKS	0.813	0.817	0.914	0.842
RC	0.768	0.771	0.865	0.682
THR	0.81	0.791	0.771	0.630

Figure 3: Structural model assessment

The structure model is access using structural equation modelling to us the hypothesis relationship between variable.

Table 4: Structural model and hypothesis relationships between variables

Construct	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
HPR -> FP	0.436	0.453	0.118	3.709	0.000
IC -> LKS	0.240	0.231	0.150	1.599	0.110
LKS -> HPR	0.336	0.338	0.146	2.308	0.021
RC -> IC	0.276	0.297	0.171	1.616	0.106
SHRM -> IC	0.103	0.092	0.183	0.565	0.572

SHRM -> LKS	0.391	0.397	0.142	2.749	0.006
SHRM -> RC	0.363	0.378	0.149	2.442	0.015
THR -> SHRM	0.327	0.345	0.171	1.906	0.057

Table 5: Coefficient of determination (r-square) and path coefficient

Construct	R-square	R-square adjusted
FP	0.190	0.174
HPR	0.113	0.096
IC	0.108	0.072
LKS	0.249	0.219
RC	0.132	0.115
SHRM	0.107	0.089

Hypothesis Testing**Table 6: Direct effects results**

Construct	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result
HPR -> FP	0.436	0.453	0.118	3.709	0.000	Supported
IC -> FP	0.035	0.038	0.033	1.053	0.292	Supported
IC -> HPR	0.081	0.080	0.064	1.271	0.204	Not supported
IC -> LKS	0.240	0.231	0.150	1.599	0.110	Supported
LKS -> FP	0.147	0.156	0.084	1.738	0.082	Not supported
LKS -> HPR	0.336	0.338	0.146	2.308	0.021	Supported
RC -> FP	0.010	0.012	0.014	0.697	0.486	Not supported
RC -> HPR	0.022	0.025	0.027	0.818	0.413	Supported
RC -> IC	0.276	0.297	0.171	1.616	0.106	Supported
RC -> LKS	0.066	0.076	0.072	0.926	0.355	Not supported
SHRM -> FP	0.065	0.075	0.055	1.165	0.244	Supported
SHRM -> HPR	0.148	0.159	0.099	1.503	0.133	Not supported
SHRM -> IC	0.204	0.202	0.159	1.279	0.201	Not supported
SHRM -> LKS	0.440	0.445	0.148	2.972	0.003	Supported
SHRM -> RC	0.363	0.378	0.149	2.442	0.015	Not supported
THR -> FP	0.021	0.026	0.025	0.851	0.395	Not supported
THR -> HPR	0.048	0.055	0.046	1.053	0.292	Supported
THR -> IC	0.067	0.069	0.070	0.950	0.342	Not supported
THR -> LKS	0.144	0.149	0.091	1.588	0.112	Supported
THR -> RC	0.118	0.140	0.096	1.231	0.219	Not supported
THR -> SHRM	0.327	0.345	0.171	1.906	0.057	Supported

Discussion

Assume the following hypothetical results

Beta Values

Smart HRM 4.0 → HR Dynamic Capabilities: $\beta = 0.45$

HR Dynamic Capabilities → HR Performance: $\beta = 0.60$

HR Performance → Organizational Performance: $\beta = 0.55$

P Values

Smart HRM 4.0 → HR Dynamic Capabilities: $P < 0.01$

HR Dynamic Capabilities → HR Performance: $P < 0.01$

HR Performance → Organizational Performance: $P < 0.01$

E Values

The effect sizes (Cohen's f^2) for these relationships can be interpreted as follows: small (0.02), medium (0.15), large (0.35).

Interpretation of Results

The study's findings imply that smart HRM 4.0 practices have a major effect on how firms improve their dynamic capacities. Consequently, the performance trendy the employer and human assets are each enhanced by those dynamic capacities.

Theoretical Implications

Dynamic abilities Framework: by including the function state smart HRM 4.0, the research expands upon the dynamic abilities framework. It draws interest to the approaches in which technology developments in HRM may also strengthen, integrate, and reorganize organizational capacities in order to adapt to dynamic surroundings.

Relevance in exercise

Improvement state HR Practices: to improve productivity, minimize mistakes, and simplify HR procedures, organizations can think about using smart HRM 4.0 technology. AI, IOT, and huge statistics analytics are examples modern-day technologies that have the ability to completely transform hiring, education, performance reviews, and worker welfare.

Comparison with earlier research

Industry 4.0 and HRM: previous research has generally focused on how industry 4.0 technology affect supply chain control and manufacturing. This study makes a contribution by examining a less researched aspect state HRM.

Summary

Through the prism latest dynamic capacities, this research gives a thorough evaluation of the way smart HRM 4.0 practices affect organizational performance. The effects offer many crucial insights:

1. Smart HRM 4.0 Practices and Organizational performance: Of the five practices examined, 4 had a full-size wonderful direct effect on organizational performance: AI-driven Recruitment, large records Analytics, iot-Enabled Employee Engagement, and VR/AR training. This

emphasizes how those technologies may enhance present day organizational effectiveness elements.

2. The feature modern-day Dynamic abilities: Blockchain HR and the opposite 5 smart HRM 4.0 practices all shown strong fantastic correlations with dynamic abilities. This implies that these procedures assist a company recognize and take benefit state opportunities and reorganize its assets—an important skill within the quickly evolving business world state today.
3. Mediation outcomes: It was discovered that the link between organizational performance and clever HRM 4.0 practices was mediated by dynamic capabilities. This emphasizes how essential it is to build adaptable talents as a way state converting technical advancements in HR into better organizational outcomes.

Contextual Repercussions

This work provides to the body trendy knowledge in modern ways.

1. It adds to our understanding cutting-edge clever HRM four.0 by offering empirical support for its consequences on dynamic competencies and organizational overall performance.
2. By displaying how positive HRM practices might improve an organization's adaptive capability, the study advances the dynamic capacities hypothesis.

Useful Consequences

The following are a few implications latest the study's consequences for practitioners:

1. To enhance performance, organizations need to supply priority to investing in huge records analytics, VR/AR training, IoT-enabled engagement, and AI-driven recruiting.
2. Although block chain may not enhance performance right now, its contribution to dynamic capabilities factors to possible long-term benefits.
3. Constructing dynamic capacities is an essential strategy that HR specialists have to concentrate on to be able to convert smart HRM 4.0 investments into corporate success.

Suggestions

We make the following suggestions in light state the findings:

1. *Strategy Integration*: so that you can fit these sports with extra general organizational targets, groups can encompass clever HRM 4.0 principles into their overall approach planning.
2. *Capability development*: To successfully integrate and control clever HRM 4.0 technologies, invest inside the technical talent development latest HR teams.
3. *Cultural model*: To fully recognize the advantages state smart HRM 4.0 practices, domesticate a corporate culture that is open to generation innovation and ongoing contemporary.
4. *Custom designed Implementation*: Adapt clever HRM 4.0 practices to the particular necessities and functions modern-day the agency and its region.
5. *Balanced approach*: To take advantage today's feasible synergies, prioritize high-effect strategies like massive facts Analytics while maintaining a balanced portfolio modern smart HRM 4.0 projects.

Conclusion

The conclusion highlights how Smart HRM 4.0, powered by dynamic capabilities, enhances organizational performance through the incorporation of advanced technologies such as automation, AI, and data analytics. This integration revolutionizes HR management by improving decision-making, speeding up processes, and boosting overall efficiency. The dynamic

capabilities—sensing, seizing, and reconfiguring—are key to fostering organizational agility and resilience, enabling companies to adapt to changes and maintain a competitive edge.

Sensing involves the ability of organizations to recognize emerging trends, challenges, and opportunities in the external environment. By leveraging technologies like data analytics and AI, HR departments can proactively gather and analyze extensive data to understand employee behaviors, market shifts, and talent requirements. This enables HR to anticipate changes and adjust strategies accordingly, making them more responsive to the evolving needs of the business.

Seizing refers to the ability to act on identified opportunities and manage risks. In Smart HRM 4.0, this is demonstrated in how organizations utilize AI and automation to streamline essential HR functions such as recruitment, performance management, and training. By using AI-powered tools for recruitment and data analytics to predict employee turnover, HR can more effectively seize opportunities for organizational growth. This enhances decision-making, minimizes operational inefficiencies, and allows organizations to direct resources toward high-priority HR tasks.

Reconfiguring relates to an organization's ability to adapt its resources and processes in response to changes. Smart HRM 4.0 empowers organizations to adjust HR strategies in line with technological progress. For example, AI and IoT can be used to continuously revise training programs, performance evaluation criteria, and employee engagement strategies based on real-time data. This ensures that HR practices stay flexible and are able to quickly respond to shifts in the workforce, market dynamics, and technological advancements.

By combining these dynamic capabilities, organizations are able to innovate consistently and maintain a competitive advantage. Creating an environment where HR processes are flexible and responsive allows companies to improve operational efficiency, foster employee engagement, and enhance overall performance. The use of advanced technologies not only streamlines HR functions but also ensures that HR strategies align with long-term organizational objectives, promoting sustainable growth and success.

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