

University of Wales Trinity Saint David
Module: Managing Performance

Submitted by,
Anitta Annie Alex
2132214

Table of Contents

Introduction.....	3
Main Discussion	4
1. Performance Management	5
2. Organisational and Employee Concerns	11
3. Employee Engagement and Employee Involvement	13
Recommendation	17
Conclusion	18
References.....	20

Introduction

This report provides differentiates the traditional and modern approaches in performance management. In the report, there will be an identification that will be made that will be an analysis of human Resource Management and their roles and contribution to managing and improving the performance of the organization by supporting their employees. Also, this report will produce a study that will discuss the improvements and support the business organizations will be getting through its operation and human resources management in achieving its competitive advantage and motivating its employees for higher performance.

Main Discussion

Humans are created to contribute greatly to society in so many ways. As social beings it is very important for humans to engage with each other, a working space can provide people with an exchange of ideas, skills, and thoughts. There is a spectrum of reasons and logic as to why people work. In simpler terms, people work to provide themselves with basic amenities, to have a proper home, food to eat and to keep their loved ones safe and sound. Earning money is a basic primary factor, it helps people to cover all the expenses of their daily lives but besides that working also means to have a meaningful daily life which will help people to have a purpose in life, to be happy, to be content and to be able to satisfy one's needs. Humans are not just meant to eat, sleep, or procreate (Wheatley, 2017). Humans are meant to have purposes and values, this purpose and values can be achieved only through working.

Working makes individuals develop a proper skill set and unique techniques. Personal development, job satisfaction, livelihood, service, success, human relationships, and security are the basic components a job/work offers to its employees (Harris, 2020). Working gives independence and people will have control over their own life. Working does not only have positive implications, but it has its negative sides too. Forced labor is that work where people are forced to work against their will. The common factor of modern slavery is forced labor. It is an extreme type of exploitation targeted at the most vulnerable and deprived classes of society. Women and girls are more at risk than men and boys. Children are that section that makes up a quarter of people in forced labor. Migrant workers are majorly affected because of the language barrier and their limited rights. Forced labor takes place when there is weak governance, poverty, lack of sustainable jobs, corruption, and education. It can be viewed that the business organization has this basic contribution in impacting the lives of the people through optimizing the performances of these employees. In this study, the main aim is to develop a new performance management that can help the employees and the business organization in building relationships that would contribute to the best interest of both parties.

1. The traditional approach to HRM

It is studied that SainCo is one of the traditional organizations which follows a traditional approach and is mostly led by the *autocratic management style*. The autocratic management

style is one of the traditional approaches that gives the one individual the power to take all the control of the decision-making process and it involves very little effort from other members of the group. Autocratic leaders are very much dependant in their own decisions and do not indulge other for any suggestions. With the traditional performance management, it can be viewed that the business organisation would not be able to solve its modern problems with its traditional approach of management style. The world is progressing every day, and it needs changes in the management of SainCo because the autocratic management style seems to be outdated with the changing times. One of the traditional approaches that develop a system of dependency can often lead to resentment and makes the employees have low morale. It has been observed that more than 78% of the employees have the desire to quit their jobs because of the lack of recognition that they get due to autocratic management styles. It is viewed that the work culture in modern workplaces like to promote innovation and employees who like being involved in the decision-making process in the teams would not appreciate the autocratic style of management.

2. Performance Management

Performance management in the HRM is very essential as it ensures that the workers are productive and active in the workplace of SainCo. Effective performance management entails leadership qualities, clarity in the setting of goals, and being ready for open feedback. Performance management includes working tools that are essential to examine performance, and these are the review of the annual performance, which helps the employer in reviewing the performance of the employee. Another performance tool is the 360-degree feedback tool which is used in reviewing the employee's performance by their colleagues, managers, customers, and other subordinates. These tools of performance management are very crucial in providing feedback to the employee. It also works as an instrument to reduce the gaps between the workspace that they have today and the one that is going to be in the future. The best way to create the upcoming future workspace is through learning and development. HR professionals can take the support of the following process in their respective approaches towards process management.

With the implementation of the ***modern-day approach to management*** SainCo would be able to develop a new approach in dealing with their new management problems within the work

culture. With the help of the ***Contingency approach***, one of the best ways that can be adopted in the business management as it claims to be the best ways where there is no single textbook rule that can manage the organisation. The management style is flexible as it depends upon the situation as how the managers and the leaders of the business structure want to implement effective rules and strategies for their business situation. It can be viewed that with the help of the Contingency approach, the process of recruitment and selection can be considered as one of the most important roles of a human resource manager. In the contingency approach, the process involved in to search for well-skilled and qualified employees for the business, who can handle the organization efficiently and helps in achieving the financial goals and the strategies of the business.

In the processes of recruitment and selection, the peoples are selected based on their working skills, communication skills, and many more. To achieve business goals and objectives the Human Resources Manager looks after the transparency of the candidates which is the confidence, they must hand over any problems faced by the business (Froidevaux *et al.*, 2020). The HRM under the modern approaches of management style also looks after the employee who can fit into any kind of condition or culture in the company that is with people with different religions, castes, and many more. So, the business works efficiently with no disturbances and works on achieving more success and capturing its business objectives. The Human Resource Manager at SainCo looks after the employees who are trustworthy so that the company is enriched with good employees. This also helps the company in achieving further success and to achieve business objectives as the employees are hardworking and trustworthy and do their every task on time with efficiency. The Human Resource Manager at SainCo selects the employees according to the objectives of the business so that the employee can fulfil every required objective for the betterment of the company. They motivate their employee so that they get motivated and work or do their job efficiently and effectively.

The number of employees and the firm's workforce has a great impact on human resource management as these factors help in forming the external distribution of human resources to the organization. SainCo must be able to differentiate between the workforce and the population of the firm which helps in supplying external human resources. The workforce can be categorized into two sections that are known as workforce reserve and those who account for the workforce

(Oehlhorn *et al.*, 2020). The workforce reserve consists of people who are not interested in making economic profits such as students. SainCo can select employees from this workforce as students are the ones with fresh minds and know the new details of the market including the new innovations.

There are a lot of factors that have a huge impact on the decision-making of the Human Resource Management of every organization. It is essential for any firm to have stable human resource management to maintain the sustainability of its respective business. Human resource management is a component of a firm as a system (Maurya and Agarwal, 2018). But when a subsystem is analysed, it is treated as a component as it has the characteristics of a system. A system operates based on its work environment's situation. The environment of a firm's system contains factors that are present outside the system but has a huge impact on the operations of the system. Human resource management consists of two environmental factors which are known as external and internal factors. External factors are factors that are not present within the organization but lie outside the firm and have a huge impact on the human resource management of the organization. Internal factors are those factors that lie within the firm and have an impact on all systems of the firm including human resource management.

The situation of the market is also a very important factor that aids in knowing the requirements and supply of the workforce. It has a huge impact on human resource management while recruiting and selecting good candidates. The interchange between recruiters and staff members occurs in the market of the workforce. Since the market consists of different workforces, only pertinent workforce markets are taken into consideration when looking for employees who have the right capabilities and skills.

The three factors that explain the pertinent workforce are

- Profession (education and capabilities required),
- Geographical conditions (employees who have the capabilities are ready to change locations or are fine with commuting)
- Other staff members who compete with the same products and services

These three factors help in defining the section of the workforce that has caught the attention of a certain employer. The members of human resource management examine the workforce market by focusing on all these three factors.

➤ **National Income**

The national income that is evaluated based on per capita income influences the salaries at the macro level. The recruiter of SainCo always tries to align the salary arrangement that operates at the macro level (Ren *et al.*, 2021). This is the main cause for the different types of salary arrangements in markets with a high economy and markets that are not economically stable and are trying to rise financially.

➤ **Inflationary Pressures**

The inflationary pressure in a nation or economy also affects the salaries of the staff members of SainCo. In most nations, the salaries of the employees depend a lot on the economy and the lifestyles of the society (Ringle *et al.*, 2020). When a nation experiences inflationary pressures, the lifestyle of the people and their experiences also increases which forces the employers or managers to increase the salaries of their staff members. In the case of SainCo, it is the human resource manager who must focus on the inflationary pressure that a particular market or nation faces.

➤ **Socio-Cultural Factors**

These factors are quite compendious and influence various facets of the operations of SainCo even the HRM sector. From HRM's point of view, the behaviour, requirements, and cultures of the society are very important at a certain point. These factors help in determining the requirements of society from the firm, point of view towards the various job statuses, task achievements, the structure of the management and roles, stability of the workforce, etc. SainCo tries its best to follow the principles of HRM with respect to these factors (Sandeepanie *et al.*, 2020).

These factors help in influencing the culture of SainCo because if the culture is not linked with these socio-cultural factors can affect the monetary benefits of the firm. It also helps in managing human resources.

➤ **Technological Factors**

These factors help firms in managing operations and provide knowledge. Some of the impacts of technological factors on firms have been mentioned below:

- Determining the nature of Jobs: Technological factors help in increasing productivity by determining the various roles of employees and their respective skills. With the increase in Technology of SainCo, the skills requirement also increases. As the firm deals with automation, the HRM sector requires employees with skills who can navigate these technologies (Sivathanu and Pillai, 2019).
- Affects the HRM practices: Technology has affected the HRM practices of SainCo in different ways.

➤ **Recruitment and Selection**

Technology has helped these procedures to be completed in a short period. Employers post vacancies on the internet along with the required data of the job role. Candidates can apply easily through social media and the recruiters can conduct interviews through phones. Even the results can be posted online (Sixpence *et al.*, 2021).

➤ **Training**

The internet has helped recruiters to provide data to employees and training processes can be held online.

➤ **Communication**

Employers can communicate with their employees easily and share important data regarding various activities of the firm (Stahl *et al.*, 2020).

➤ **The behaviour of employees**

Employers can check the behaviours of employees through online assistance and monitor their activities. Instead of monitoring their behaviour physically, employers can evaluate their performances and behaviour virtually

➤ **Political-Legal Factors**

These factors include political procedures, the government's role in the market, the rules and regulations of the market and the government's laws.

➤ **Factors affecting the HRM practices**

- Governments update policies of HRM regularly to check whether firms are following the policies made by the government bodies.
 - Discrimination is not allowed at all
 - In some firms, the number of employees is checked based on castes and physical illnesses.
 - The safety policies and working conditions of employees are also kept in the account.
- SainCo must adapt various practices based on acts made by the government.

➤ **Internal Factors**

Internal Factors that can be controlled by the organization have a huge impact on the HRM sector. The operations are based on the various internal factors of the firm such as the strategy, culture, trade unions, and financial situation of the firm (Varma and Chavan, 2019).

➤ **The strategy of the firm**

The issues of SainCo are basically solved by the firm's strategy which helps in conserving its resources and stabilizing the work environment. The strategy is analyzed by the managers of the HRM who make important decisions. The manager must develop a strategy by consulting with all members of the sector and help in improving the efficiency and productivity of the business (Rana and Sharma, 2019).

➤ **Culture**

The culture of a firm consists of suppositions, faith, values, and standards that are shared by the employers. Abstract and material elements are the two elements of culture. The abstract elements are internally-managed such as behaviour, values, and suppositions. Material elements include products and personnel uniforms (Makedon *et al.*, 2019).

➤ **Trade Unions**

All members of an organization are members of the trade union. The recruitment of staff members, their advancements, and procedures are all controlled by

➤ **Organizational and Employee Concerns**

In an organization, it is widely seen that the productivity level of the employees extremely deteriorates after a certain amount of time because of multitasking, workspace stress, lack of sense of belonging, lack of recognition, the toxic environment at work, a damaged organizational structure, too many meetings, poor management, and burnout prevention. To avoid low productivity of employees it is very necessary to take extra care to motivate these people at work (Ali, et al., 2021). With the ***Human Relation Theory***, it can be viewed that, appreciation or recognition should be given if the work is well done, as that is the final product and by doing so, a particular effort and result are reinforced which will help the business. The employees will frequently repeat it and discard the unwanted things that do not add value to the business. An understanding attitude from the management is very important as it will give a sense of positive effect to the employees. An understanding attitude is seen when the supervisor or the managers have known the individual employee's strengths and weaknesses and assign them to work according to their talents and skills.

These attributes of the employees are found by the managers and supervisors through interactions and conversations. Another factor to motivate workers is a good wage and job security which will provide employees with security and confidence (Babalola, et al., 2021). It is very important to understand that money should not be the primary factor in pushing workers to work, money is not a motivator, and it becomes a motivator only when the employees are paid based on their performance and the worth of their positions. A good working environment and a

positive approach by the team leader will push the employees to have a fun and interesting approach towards work. Ultimately, an organization needs to pay more than a paycheck to its employees. It should provide its employees with great challenges and opportunities to develop and advance their skills and talents and give them proper respect for their hard work. They should be given recognition and prestige and a space where they can feel safe and proud to work.

An exemplary employee experience should assimilate every ingredient that can influence the employee's physical and mental well-being. Starting from a sense of belonging to considering their trust and honesty with the organization, all these factors must be examined properly whether the factors are working in favour of the workers or not. When employees have a positive experience in their workspace, they produce a greater sense of belonging where they feel part of the team, group, or organization. They understand the purpose of why each work matters. The presence of positive energy, enthusiasm, and excitement at work will create a positive workspace. Work helps its employees to have the opportunity to meet new people and share their ideas and thoughts which will have a good impact on the employees in developing their knowledge. A cross-sectional study by (Waddel and Burton, 2006) shows a psychosocial analysis of work which talks about job satisfaction, job demands, and the rewards in an organization.

The relationship between employee engagement and productivity is properly known as research shows evidence of it. But the relationship between the well-being of the employees and engagement is not known (Shebaili and Charni, 2021). One of the major roles in an organization is Employee engagement, but to ensure that the role of managers and supervisors are equally important. Apart from earning money, working gives employees a purpose, a daily routine, and a reason to do something after the individual wakes up in the morning. Other positive factors that the employee's experience due to their job roles are being more responsible and considerate towards all the small and big things that come their way. If all the employees have a positive outlook in their workspace, then it will become very easy for the workers to have an improved work culture and build a happy environment for all of them. By bringing a positive presence, the co-workers will also face the support and value from their co-workers.

Having a job determines that it certainly benefits and improves the lives of people in so many ways. However, many workers are faced with significant stress at work which will outweigh all the possible benefits and cause a threat to the worker's mental and physical health (Taouk *et al.*, 2020). The United States National Institute for Occupational Safety and Health shows that Job stress is the most distressing factor that takes place when the worker's capabilities and resources do not align with the job roles of the workers and as a result, it leads to poor health of the employee (Kotera and Correa, 2020). Many employees complain about their work-related stress which results in poor performance and health.

“The Northwestern National Life” conducted a survey that showed that 40% of the employees were under great pressure at their workplaces. Yale University also took out a survey stating that 29% of employees are facing pressure at their jobs (Taouk, *et al.*, 2020). The most predominant stress factors are psychosocial stressors, and this includes bullying, poor job control, poor work design and structure, high job demands, harassment, and job insecurity. Workspace stress has tremendous effects on both the worker and the overall company's performance. The side effects of stress strains could be seen in the worker's behaviours. (Juvani, *et al.*, 2018).

Studies have found that the impacts of workspace stress have led to the development of cardiovascular disease (Andreassen, *et al.*, 2018). High blood pressure, obesity, cholesterol, and heart attack are the most common side effects of work stress. Workplace stress can take a toll on the mental health of employees as it can increase the risk of anxiety, depression, and many disorders (Chhabra, 2021). Workers are engaged in unhealthy behaviors like smoking, drinking alcohol, and poor dietary patterns. These effects of the workplace on health result in the reduction of employees' productivity, increased absenteeism, and an increase in their expenses in healthcare.

Employee Engagement and Employee Involvement

Human resource management is a strategic approach that is used in managing people and resources in an efficient manner. Effective management can help the organization in hiring and selecting candidates that can be an asset to the business, and who also in return support the company to achieve competitive benefits. The Report discusses the practical concepts of the roles and responsibilities of Human Resource Management in an organization. It is an attempt to

understand the key core values and the functions of Human resource management with the help of models and theories that support their roles and functions in the organisation. SainCo has been selected in evaluating and understanding the functioning of Human Resource Management and how it impacts the overall productivity and business of the company.

a. Learning and development: It is a process of learning and development that is responsible for incorporating knowledge and values in the employee's human resources. This consists of evaluations of employees' potential skills and gaps and later converting them for a better purpose. This process helps in Taking in new staff and honing the skills of the present workers. The greatest responsibility of HR is to make sure the employees are developed with the skills that they need in the future. Organizations set budgets for learning and development which are further distributed among the employees. Take the example of the UK where companies pay an annual bill of more than 2 million for the professional training and education of their employees. SainCo opened a financial shared service in Manchester which was followed by the HR services also, this office has a responsibility to coordinate the finance and HR across the company with retail HR administration. SainCo chose Manchester because it was already a well-established location that has a sustainable capacity for future growth, as a result, it will be able to get capable and qualified workers from the local geographical area.

b. Career planning: career planning is often referred to as career planning as it shows guidance and development to the employees in the career planning field. In this function of the HRM, HRs make sure that the employees are shown how their ambition will help the future of the company and the organization, there are parts that will better succession plans and higher productivity and help them with a strong employer brand. SainCo provides diverse opportunities for its diverse workforce. SainCo genuinely lives in a multicultural environment that commits to giving people equality in opportunities for its workers from different backgrounds, gender, and religion. At SainCo, workers are given a 20% discount on all store purchases and incentives are given to the employees for their hard work.

c. Function evaluation: With the change in society and the business structure there is the need for efficient HR functions as the evaluation of the functions of the HR is the technical part. By

evaluating the functions of HR, the segments in the organisation make sure that the company is very much successful at both strategic and service-providing levels.

d. Rewards: Rewards are the most integral factors that need to be given for the work of the employees as it attracts the right type of candidates for the role in the organisation. Compensations and benefits should be given, in so many countries health insurance often becomes part of the job offer where employees are provided with health insurance. The total framework of awards shows that they are more important than money, which is a relational and psychological thought of the employees, one of the reasons to be attracted to the job roles. IN SainCo employees are given 10 days of statutory holiday every year, SainCo also provides health insurance to the workers' families. Employees are given the flexibility to have casual and sick leaves during uncertain times. SainCo also provides its employees with the gratuity that they are given pay after they leave their job as a token of gratitude from the company for the services rendered by them. A gratuity is a form of social security that works as security during difficult times. Rewards often include growth, opportunities, status, and recognition in the work culture.

e. Industrial relations: It is very crucial for HR professionals to maintain relationships with labor unions and other members of various collectives. Unionization is very much prevalent in Europe as according to the year 2018, more than 90% of the employees were members of the union in Iceland and more than 60% of the employees in Denmark. However, in the UK, approximately 22% of the employees were part of the union. So, maintaining healthy relations with the unions will help in spotting and resolving potential disputes very quickly, which is also very much beneficial in tough economic times.

f. Employee Participation and communication: According to Dave Ulrich, it is very important to be a credible activist for the employees as employees should be informed and heard on various relevant topics and communication is the key to that. Being an advocate for people's choices and rights is an element of the t-shaped HR leaders and people advocacy include building cultures amongst people, workplace champions, and experts in communication. To maximize participation in SainCo various factors have been introduced by the employees, for example, a calendar initiative where weight loss challenge and bike 24 challenges are put up, by doing so the turnover rates have been increased and the sick leaves also have fallen in the previous

months. M&S have witnessed more than 12000 employees using the well-being website “Planethealth.com”

g. Health and safety: It is very crucial to regulate and implement health safety in the workspace and HR professionals are the ones responsible to provide employees with that. SainCo is responsible for providing safety to each employee to ensure a safe working environment. It includes the provision of safe premises, areas, equipment, and materials. SainCo is very much engaged in keeping track of the health and safety performance of its employees, it provides its employees with Fire and health training to protect themselves from uncertain accidents.

h. Personal Well-being: When in times of personal problems employees often get negative impacts from it and resulting in poor performance, it is on the hands of the HR professional to assist and take good care of their employees in times of such problems, personal well-being is only ensured when HRs support their employees by having a productive and helpful conversation to deal with the existing problems. SainCo offers its employee assistance programs by raising awareness of mental health and organizing counseling sessions within the organization

i. Administrative responsibilities: This process refers to the administrative responsibility which consists of personnel processes and systems for human resource information. This function of human resource management involves managing promotions, relocations, discipline improvement of performance, regulations for illness racial and cultural diversity, bullying, and so on.

With the ***systems management theory***, HRM focuses on the sources that are internal and helps in attaining competitive benefits for the organization. For HRM, people are the greatest assets of the organization and are very proactive in balancing their relationship with its people and aim in enhancing the organization’s performance. Human resource management works in a very professional and structured way, also they majorly aim on emphasizing the calculative, strategic, and quantitative parts of managing the human resource. HRM also looks after the communicating and motivating parts of the organizations and is responsible for managing the leadership role amongst people of the organization. HR works as a multi-dimensional role that allows companies to get the best from their workforce. To be an effective HR professional, it is

important to have a vast range of skill sets, to manage, supervise and guide the employees and the structure of the organisation. There are various business organizations have introduced various HR initiatives in the last decade that have helped its employees with staff training and assist their workers with quality work.

With the help of David Ulrich's business partner model (bpm) which is used to structure their human resource policies with respect to the changing business policies of the company. The business organization and its Management of HR ensure that they have a superior distribution of resources and provide the employees with the proper training and skills which are needed in the company. The HRM also helps in enhancing the intellectual capital of SainCo and helps them enhance their business strategies. HR engages with its employees from the initial phase of the jobs, as in SainCo inductions programs are organized for the new recruits that help in the development of their employees to teach them about the work culture and procedures of the company because they come from different cultures with different skills and aptitude, so to balance out it is very important for the employees to start afresh.

Core functions of HRM:

- aligns the human resources with other resources and business objectives:
- looks after the Reengineering process in the organisation
- It manages employee relations to maintain levels of high job satisfaction.
- manages the change and innovation in the organisation
- manages the selection process, training process, and firing process
- Have major knowledge in understanding labor laws and ethics.

Recommendation

Management and operations are the key contributors in making the structure of the organization balanced, as it always works in favour of the organization to reach maximum benefit, so the functioning of management is important for the running of an organization. To improve the

management system, SainCo needs to have proper leadership qualities so that the employees working under the management can be motivated by the qualities possessed by the leaders and the managers of the organization. Some guidelines should be followed by the company to ensure its management and operations structure, and these are by utilizing a sequence flowing pattern in the process, that will let the managers detect the method over a small, confined space, making the work manageable and facilitating proper communicating system in the workspace. The management can minimize the process of backtracking work as tracing down the other fragments can make the process difficult which can also clog the movement further. The process of implementing predictable moves minimizes the movement of material and emphasis narrowing the management system and other inventories, management should also generate an open space to maintain the stretchability of the company.

Conclusion

This report concludes that working has both positive and negative impacts on its employees. To have a sound working life it is very important to have a properly balanced schedule where the employees can have both professional and personal life. Many studies have shown how poor management and a pressured workspace can impact workers and how their productivity reduces because of that. The key motivators for the employees to work are proper management and space, which, must be very positive so that the employees can work with their complete potential and capabilities.

In this report, several concepts and theories have been applied to understand the deeper knowledge of the management and operations of an organization. With the help of SainCo, the concept of management and leadership roles have been explained with appropriate practical details of the organization. Different theories and models on management and operations have been explained to analyse the inner functioning of the management and operation of SainCo. The roles of leaders and managers have been explained and how they have an impact on the company's business structure.

A full report on Management and operations has been explained to deepen the understanding of these concepts in the prevalent economy as Business management and operations play a significant role in uplifting the economy of the organization for a better cause. The strengths and weaknesses of SainCo have also been explained, to figure out both negative and positive sides of Management and operation in an organization.

References

- Al Kurdi, B., Elrehail, H., Alzoubi, H.M., Alshurideh, M. and Al-Adaileh, R., 2021. The Interplay Among HRM Practices, Job Satisfaction, and Intention to Leave: An Empirical Investigation. no. August.
- Ali, B.J. and Anwar, G., 2021. An Empirical Study of Employees' Motivation and its Influence on Job Satisfaction. Ali, BJ, & Anwar, G.(2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. *International Journal of Engineering, Business, and Management*, 5(2), pp.21-30.
- Andreassen, C.S., Pallesen, S. and Torsheim, T., 2018. Workaholism as a mediator between work-related stressors and health outcomes. *International Journal of Environmental Research and Public Health*, 15(1), p.73.
- Aust, I., Matthews, B. and Muller-Camen, M., 2020. Common Good HRM: A paradigm shift in Sustainable HRM?. *Human Resource Management Review*, 30(3), p.100705.
- Babalola, M.T., Mawritz, M.B., Greenbaum, R.L., Ren, S. and Garba, O.A., 2021. Whatever it takes: How and when supervisor bottom-line mentality motivates employee contributions in the workplace. *Journal of Management*, 47(5), pp.1134-1154.
- Belte, A., 2021. New avenues for HRM roles: A systematic literature review on HRM in hybrid organizations. *German Journal of Human Resource Management*, p.23970022211049533.
- Budhiraja, S. and Yadav, S., 2020. Employer Branding and Employee-Emotional Bonding—The CSR Way to Sustainable HRM. In *Sustainable Human Resource Management* (pp. 133-149). Springer, Singapore.
- Bułat, E., 2019. Human Resource Management practices that translate into sustainable competitive advantage. *The Central European Review of Economics and Management (CEREM)*, 3(1), pp.115-132.
- Chhabra, B., 2021. Perceived Organizational Fit: Analyzing Negative Effect of Work Stressors on Employee Outcomes. In *Entrepreneurship and Regional Development* (pp. 323-349). Palgrave Macmillan, Cham.
- Duggan, J., Sherman, U., Carbery, R. and McDonnell, A., 2020. Algorithmic management and app-work in the gig economy: A research agenda for employment relations and HRM. *Human Resource Management Journal*, 30(1), pp.114-132.

- Froidevaux, A., Alterman, V. and Wang, M., 2020. Leveraging aging workforce and age diversity to achieve organizational goals: A human resource management perspective. In *Current and emerging trends in aging and work* (pp. 33-58). Springer, Cham.
- Harney, B. and Alkhalaf, H., 2021. A quarter-century review of HRM in small and medium-sized enterprises: Capturing what we know, exploring where we need to go. *Human Resource Management*, 60(1), pp.5-29.
- Harris, O., 2020. What makes people work?. In *Questions of anthropology* (pp. 137-165). Routledge.
- Islam, T., Khan, M.M., Ahmed, I. and Mahmood, K., 2020. Promoting in-role and extra-role green behavior through ethical leadership: mediating role of green HRM and moderating role of individual green values. *International Journal of Manpower*.
- Juvani, A., Oksanen, T., Virtanen, M., Salo, P., Pentti, J., Kivimäki, M. and Vahtera, J., 2018. Clustering of job strain, effort-reward imbalance, and organizational injustice and the risk of work disability: a cohort study. *Scandinavian journal of work, environment & health*, 44(5), pp.485-495.
- Kotera, Y. and Correa Vione, K., 2020. Psychological impacts of the New Ways of Working (NWW): A systematic review. *International journal of environmental research and public health*, 17(14), p.5080.
- Lopez-Cabrales, A. and Valle-Cabrera, R., 2020. Sustainable HRM strategies and employment relationships as drivers of the triple bottom line. *Human resource management review*, 30(3), p.100689.
- Makedon, V., Hetman, O., Yemchuk, L., Paranytsia, N. and Petrovska, S., 2019. "HUMAN RESOURCE MANAGEMENT FOR SECURE AND SUSTAINABLE DEVELOPMENT." *Journal of Security & Sustainability Issues*, 8(3).
- Maurya, K.K. and Agarwal, M., 2018. Organisational talent management and perceived employer branding. *International Journal of Organizational Analysis*.
- Milikić, B.B., 2019. Promoting gender-responsive talent management in police organizations through strategic HRM measuring. *Strategic Management-International Journal of Strategic Management and Decision Support Systems in Strategic Management*, 24(1).

Oehlhorn, C.E., Maier, C., Laumer, S. and Weitzel, T., 2020. Human resource management and its impact on strategic business-IT alignment: A literature review and avenues for future research. *The Journal of Strategic Information Systems*, p.101641.

Ogbonnaya, C. and Messersmith, J., 2019. Employee performance, well-being, and differential effects of human resource management subdimensions: Mutual gains or conflicting outcomes?. *Human Resource Management Journal*, 29(3), pp.509-526.

Rana, G. and Sharma, R., 2019. "Emerging human resource management practices in Industry 4.0." *Strategic HR Review*.

Ren, S., Jiang, K. and Tang, G., 2021. Leveraging green HRM for firm performance: The joint effects of CEO environmental belief and external pollution severity and the mediating role of employee environmental commitment. *Human Resource Management*.

Ringle, C.M., Sarstedt, M., Mitchell, R. and Gudergan, S.P., 2020. Partial least squares structural equation modeling in HRM research. *The International Journal of Human Resource Management*, 31(12), pp.1617-1643.

Sandeepanie, M.H.R., Perera, G.D.N., Sajeewani, T.L. and Gamage, P.N., 2020. Talent, Talent Management & its Practices: A Critical Review.

Shebaili, H.O. and Charni, H., 2021. THE QUALITY OF THE INTERNAL RELATIONSHIPS AND THE IMPACTS ON EMPLOYEES'OUTCOME. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 18(12), pp.40-51.

Sivathanu, B. and Pillai, R., 2019. Technology and talent analytics for talent management—a game changer for organizational performance. *International Journal of Organizational Analysis*.

Sixpence, S., de Braine, R., Bussin, M. and Mthombeni, M., 2021. Anchoring human resource management to sustain employee performance at Johannesburg Metropolitan Municipality. *SA Journal of Human Resource Management*, 19, p.11.

Soltis, S.M., Brass, D.J. and Lepak, D.P., 2018. Social resource management: Integrating social network theory and human resource management." *Academy of Management Annals*, 12(2), pp-537-573.

Stahl, G.K., Brewster, C.J., Collings, D.G. and Hajro, A., 2020. Enhancing the role of human resource management in corporate sustainability and social responsibility: A multi-stakeholder, multidimensional approach to HRM. *Human Resource Management Review*, 30(3), p.100708.

Taouk, Y., Spittal, M.J., Milner, A.J. and LaMontagne, A.D., 2020. All-cause mortality and the time-varying effects of psychosocial work stressors: A retrospective cohort study using the HILDA survey. *Social Science & Medicine*, 266, p.113452.

Varma, C. and Chavan, C., 2019. Role of HR in Talent Management for Building Future Organizational Competence. *International Journal of Advance and Innovative Research*, 6(2).

Wheatley, D., 2017. Employee satisfaction and use of flexible working arrangements. *Work, employment and society*, 31(4), pp.567-585.