Chapter 10
Human Resource Management Practices and Organizational Performance in the New Normal:
A Relational Analysis

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ABSTRACT

In various organizations, most HRM practices are ineffective because they are unimplemented in their genuine sense. The dilemma lies in the very fact that HRM practices in every organization are, to a great extent, responsible for its success or failure. Many scholars have focused on organizational performance since it is regarded as one of the most important variables in achieving efficiency and positive outcomes in businesses. The respective study aims to analyze the effects of HRM practices on organizational performance. This research is qualitative; therefore, content analysis (in general) and relational analysis (in specific) were used, and in this regard, 25 pieces of research encompassing the effect of HRM practices on organizational performance were analyzed. The findings revealed a highly positive relationship between an organization's training and development practices with its performance (financial and non-financial). Moreover, this research recommends that organizations focus more on their training and development practices to enhance performance in the short and long run.

INTRODUCTION

Researchers and academics of management and organizational professionals have been interested in investigating, identifying, and implementing successful techniques for managing organizational performance in organizations since the end of the twentieth century. The development of measures (or indicators) that are acceptable for evaluating measurable organizational performance results has received much attention. After the emergence of numerous challenges (dubbed "organizational sector diseases" by some authors), there has been a renewed focus on institutional, organizational performance. Furthermore, because the individual performance of smaller units (e.g., a single employee may represent a smaller operative unit in a more extensive organizational system) has been identified as a relevant determinant of the larger unit's general performance (e.g., a department or another subdivision within the organization as a whole), or the entire organization, it represents a relevant determinant of the larger unit's overall performance (e.g., a department or another subdivision within.

A large number of elements have been identified as significant predictors of organizational performance outcomes. Organizational culture has been identified as a significant element determining performance results in an organizational context by Hunnes et al., (2008). Brewer and Selden (2000); Petty et al. (1995) found that defining variables of organizational culture were associated with objective measures of organizational performance. Organizations have also seen similar results from such studies, though they are scarce (Brewer & Selden, 2000). Nonetheless, researchers discovered more essential aspects affecting organizational performance, such as leadership/managerial practices, training and development, and working environment (Brewer & Selden, 2000).

"Best human resource is the main resource of every country to prosper. If we do not appoint eligible and efficient candidates in every sector, we cannot live & grow as a successful nation. Amazing changes are coming in technology and globalization, and to compete with them, every organization needs to select the best human resource. More rightsizing will decrease the downsizing. Time, cost, and effort can be saved by all organizations processing the ineligible & sluggish candidates if the HRM system of any country is weaker so the public administration of the country will be less effective, less efficient & less capable" (Boohene & Asuinura, 2011, p. 266).

Organizations do not critically analyze to what extent personnel is required for which job and the productivity of previously hired personnel (Beunza, 2019). It is the very reason that if an individual gets a job in any organization permanently, his efficacy decreases over time (Armstrong & Taylor, 2014). Only in a few cases, employees retain their efficacy level (Boudreau et al., 2019).

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