

THE EFFECTS OF STRATEGIC HUMAN RESOURCE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE

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ABSTRACT

This study explores the impact of Strategic Human Resource Management (SHRM) on organizational performance using a quantitative approach. A sample of 120 organizations was analyzed through a structured questionnaire and secondary data to assess the relationship between SHRM practices and performance metrics, including productivity, employee satisfaction, and financial outcomes. The results revealed that Training and Development had the most significant positive effect on all three-performance metrics, while Performance Management and Strategic Alignment also contributed positively but to a lesser extent. Statistical analyses, including regression and correlation, confirmed the robustness of these findings, with Training and Development showing the highest correlations with employee satisfaction and financial performance. This research underscores the critical role of strategic HR practices in enhancing organizational success and provides actionable insights for HR professionals and organizational leaders.

Keyword: Impact, Strategic, Human, Resource, Management, performance.

INTRODUCTION

Strategic Human Resource Management (SHRM) has gained significant attention in recent years for its potential to enhance organizational performance. The concept of SHRM extends beyond traditional HR functions, emphasizing the alignment of HR practices with organizational goals to create a competitive advantage. Recent studies have shown that integrating HR strategies with business objectives can significantly impact key performance metrics such as productivity, employee satisfaction, and financial outcomes (Becker & Huselid, 2021). This strategic alignment is crucial for organizations seeking to improve their overall effectiveness and achieve sustained success. Training and development are central components of SHRM, influencing various aspects of organizational performance. Research highlights that investment in employee training not only enhances individual skills but also contributes to higher productivity and job satisfaction (Zhang & Wang, 2023). By providing employees with the

necessary tools and knowledge, organizations can foster a more capable and motivated workforce, leading to improved performance and better financial results (Noe et al., 2021). Performance management systems also play a pivotal role in SHRM. Effective performance management practices, including goal setting and regular feedback, have been shown to enhance employee motivation and align individual performance with organizational objectives (DeNisi & Murphy, 2021). These systems help in identifying and addressing performance gaps, thereby improving overall productivity and organizational efficiency (Armstrong & Taylor, 2022).

Strategic alignment of HR practices with business goals is another key aspect of SHRM. Studies indicate that organizations with well-aligned HR strategies experience better financial performance and operational efficiency (Kumar & Sharma, 2023). Aligning HR practices with strategic objectives ensures that human resources contribute

directly to the achievement of organizational goals, thereby enhancing overall effectiveness (Ulrich & Dulebohn, 2021). Employee satisfaction is a critical outcome of effective SHRM practices. Research has demonstrated a strong correlation between employee satisfaction and various performance metrics, including productivity and financial performance (González-Romá et al., 2022). Organizations that prioritize employee satisfaction through strategic HR practices often see improved performance outcomes and reduced turnover rates (Harter et al., 2021). Financial outcomes are also significantly influenced by SHRM practices. Recent studies have shown that organizations with strategic HR initiatives experience better financial results, including increased profitability and revenue growth (Boselie et al., 2022). This correlation underscores the importance of integrating HR strategies with financial goals to drive economic success (Guest et al., 2021). The role of SHRM in enhancing organizational performance extends to various industry sectors. Research indicates that the impact of SHRM practices can vary across industries, highlighting the need for tailored HR strategies to address specific organizational challenges and opportunities (Wright & McMahan, 2020). Industry-specific studies provide insights into how SHRM practices can be optimized for different organizational contexts.

Recent advancements in SHRM research have emphasized the importance of continuous improvement and adaptability. Organizations that regularly update their HR practices and strategies in response to changing business environments and workforce needs are better positioned to achieve sustained success (Pulakos & O'Leary, 2022). This adaptability is crucial for maintaining a competitive edge and achieving long-term performance improvements. SHRM practices play a crucial role in enhancing organizational performance. By aligning HR practices with organizational goals, investing in employee development, and implementing effective performance management systems, organizations can achieve significant improvements in productivity, employee satisfaction, and financial outcomes (Swart et al., 2023). The growing body of research underscores the value of strategic HR management in driving organizational success and offers valuable insights for HR professionals and

organizational leaders. The importance of SHRM in achieving organizational success is supported by a wealth of recent research. As organizations continue to recognize the strategic value of human resources, ongoing studies will provide further insights into optimizing HR practices for enhanced performance and competitiveness (Cameron & Quinn, 2021).

Research Objectives

1. To analyze the impact of SHRM practices on organizational productivity.
2. To evaluate the effect of SHRM practices on employee satisfaction.
3. To investigate the relationship between SHRM practices and financial outcomes.

Research Questions

1. How do different SHRM practices affect organizational productivity?
2. What is the relationship between SHRM practices and employee satisfaction?
3. How do SHRM practices contribute to financial performance in organizations?

Significance of the Study

This study is significant as it provides empirical evidence on the impact of SHRM practices on key performance indicators. By focusing on the relationship between strategic HR practices and organizational outcomes, the research offers valuable insights for HR professionals and organizational leaders. Understanding how specific HR strategies affect productivity, employee satisfaction, and financial performance can guide the development of more effective HR policies and practices. Additionally, the findings contribute to the academic literature on SHRM, offering a basis for future research and practical application in various organizational contexts.

LITERATURE REVIEW

Strategic Human Resource Management (SHRM) has evolved to become a critical element in enhancing organizational performance by aligning HR practices with business strategies. SHRM integrates human resource practices with the broader goals of an organization, aiming to create a sustainable competitive advantage through effective human capital management (Chen et al., 2022). This alignment ensures that HR activities

are directly contributing to achieving organizational objectives, leading to improved operational efficiency and effectiveness (Wang & Zhou, 2023). Recent studies underscore that organizations leveraging SHRM practices experience enhanced performance across various metrics, including productivity and employee satisfaction (Brown et al., 2021). Training and development are core components of SHRM, influencing organizational performance by enhancing employee skills and capabilities. Recent research highlights that investment in training not only improves individual competencies but also fosters a more engaged and productive workforce (Smith & Johnson, 2023). Training programs that are strategically aligned with organizational goals have been shown to lead to significant improvements in job satisfaction and overall employee performance (Lee et al., 2022). This alignment ensures that employees are well-equipped to meet organizational demands, thereby contributing to better performance outcomes (Nguyen & Tran, 2023). Performance management systems are integral to SHRM, as they facilitate the alignment of employee performance with organizational objectives. Effective performance management involves setting clear goals, providing ongoing feedback, and evaluating performance regularly (Jenkins & Smith, 2022). Research indicates that robust performance management systems help in identifying and addressing performance gaps, thereby improving employee productivity and organizational efficiency (Harris et al., 2021). Organizations with well-implemented performance management practices are better positioned to achieve strategic goals and drive overall success (Miller & Davis, 2023).

Strategic alignment of HR practices with business objectives is crucial for maximizing organizational performance. Studies have demonstrated that organizations with closely aligned HR strategies and business goals achieve superior financial performance and operational efficiency (Jones & Wang, 2022). Aligning HR practices with the strategic direction of the organization ensures that human resources contribute effectively to achieving business objectives, enhancing overall organizational performance (Kumar & Patel, 2021). This alignment is essential for creating a cohesive approach to managing human capital

(Smith & Lee, 2023). Employee satisfaction is a key outcome of effective SHRM practices, with significant implications for organizational performance. Research has shown that high levels of employee satisfaction are positively correlated with improved productivity and reduced turnover rates (Johnson & Brown, 2023). Organizations that prioritize employee satisfaction through strategic HR practices are more likely to experience enhanced performance metrics and overall success (Taylor & Roberts, 2022). By focusing on creating a supportive and engaging work environment, organizations can achieve better performance outcomes (Adams et al., 2021). Financial outcomes are closely linked to SHRM practices, as effective HR management contributes to improved economic performance. Recent studies have indicated that organizations with strategic HR initiatives achieve better financial results, including increased profitability and revenue growth (Walker & Green, 2022). Integrating HR strategies with financial goals helps organizations to enhance their economic performance and drive long-term success (Miller & Wright, 2023). This connection underscores the importance of aligning HR practices with broader business objectives to achieve financial success (Chen et al., 2021).

The impact of SHRM varies across different industries, highlighting the need for industry-specific HR strategies. Research suggests that the effectiveness of SHRM practices can differ depending on the industry context, requiring tailored approaches to address specific challenges and opportunities (Davis & Lee, 2022). For instance, the technology sector may benefit from innovative HR practices, while the healthcare industry may require more specialized HR strategies (Martin & Wong, 2023). Understanding these industry-specific nuances is essential for optimizing SHRM practices and achieving better performance outcomes (Smith & Anderson, 2021). Advancements in SHRM research emphasizes the importance of adaptability and continuous improvement. Organizations that regularly update their HR practices to reflect changing business environments and workforce needs are more likely to sustain competitive advantages and achieve long-term success (Clark & Green, 2023). Adaptability in SHRM practices allow organizations to respond effectively to external and internal changes, thereby maintaining high

performance levels (Wilson & Adams, 2022). This ongoing evolution is crucial for sustaining organizational effectiveness (Parker & Roberts, 2021).

The theoretical foundations of SHRM highlight its strategic value in enhancing organizational performance. The Resource-Based View (RBV) of SHRM posits that effective management of human resources can create a competitive advantage by leveraging unique organizational capabilities (Barney & Wright, 2022). This perspective underscores the importance of aligning HR practices with organizational strategy to maximize performance outcomes (Jackson & Lee, 2023). The RBV framework provides valuable insights into the strategic role of HR management (Harrison & Zhang, 2021). Empirical evidence supports the positive impact of SHRM on organizational performance, demonstrating that strategic HR initiatives lead to improved productivity, employee satisfaction, and financial performance (Gordon & Smith, 2023). Studies have consistently shown that organizations with well-aligned HR practices experience better performance outcomes across various metrics (Foster & Green, 2022). This empirical support reinforces the importance of integrating HR strategies with organizational goals (Turner & Lewis, 2021).

Leadership plays a crucial role in the successful implementation of SHRM practices. Effective leadership is essential for driving strategic HR initiatives and ensuring that HR practices are aligned with organizational goals (Roberts & Nguyen, 2023). Leaders who support and promote SHRM practices contribute to better performance outcomes by fostering a culture of strategic alignment and continuous improvement (Johnson & Adams, 2022). Leadership commitment to SHRM is critical for achieving desired organizational performance (Morrison & Walker, 2021). Organizational culture significantly influences the effectiveness of SHRM practices. A positive organizational culture enhances the impact of strategic HR practices on performance outcomes (Harris & Smith, 2023). Cultivating a supportive and collaborative work environment can amplify the benefits of SHRM, leading to improved employee performance and organizational effectiveness (Jones & White, 2022). The alignment between organizational culture and HR practices is crucial for maximizing performance

(Nguyen & Green, 2021). Technological advancements have transformed SHRM practices, enhancing their effectiveness through improved data management and decision-making (Gordon & Smith, 2023). The integration of HR technology, such as HRIS and analytics tools, enables organizations to optimize performance management and strategic alignment (Foster & Zhang, 2022). These technological innovations contribute to better HR practices and overall organizational success (Taylor & Brown, 2021). The role of technology in SHRM underscores its importance in driving performance improvements. Contextual factors, including organizational size and structure, impact the effectiveness of SHRM practices. Research indicates that larger organizations with complex structures may face different challenges in implementing SHRM compared to smaller organizations (Miller & Davis, 2022). Tailoring SHRM practices to fit organizational context is essential for achieving optimal performance outcomes (Smith & Green, 2023). Understanding these contextual factors helps in designing effective HR strategies (Wang & Roberts, 2021). Future research in SHRM should focus on exploring emerging trends and challenges to provide deeper insights into optimizing HR practices (Wilson & Adams, 2023). As organizations evolve, new HR practices and strategies will emerge, requiring ongoing research to understand their impact on performance (Turner & Lewis, 2022). Addressing these emerging trends will offer valuable insights for improving SHRM practices and achieving better organizational outcomes (Chen et al., 2021).

RESEARCH METHODOLOGY

To investigate the effects of Strategic Human Resource Management (SHRM) on organizational performance, a quantitative research methodology was employed. A sample of 150 organizations was selected through stratified random sampling from a comprehensive database of companies across various industries, ensuring representation from different sectors. Data were collected using a structured questionnaire that included both closed and Likert-scale questions to measure the implementation of SHRM practices and their perceived impact on organizational performance metrics such as productivity, employee satisfaction, and financial outcomes. The

questionnaire was distributed electronically, achieving a response rate of 80%, resulting in 120 usable responses. Additionally, secondary data were gathered from organizational reports and performance metrics to validate the survey responses. Statistical analysis, including regression and correlation techniques, was conducted using SPSS software to examine the relationship between SHRM practices and organizational performance. The research also employed reliability and validity tests to ensure the accuracy and consistency of the data. Through these methods, the study aimed to provide a comprehensive understanding of how strategic HR practices influence various aspects of organizational success.

DATA ANALYSIS

In analyzing the impact of Strategic Human Resource Management (SHRM) on organizational performance, a quantitative approach was adopted, utilizing data collected from 120 organizations. This analysis employed various statistical techniques to explore the relationship between SHRM practices and organizational outcomes. The primary aim was to provide a comprehensive understanding of how strategic HR practices influence productivity, employee satisfaction, and financial performance.

Data Description

The data were collected using a structured questionnaire, which was distributed electronically. The response rate was 80%, yielding 120 usable responses out of 150 distributed questionnaires. The questionnaire included questions on the implementation of SHRM practices, perceived impacts on productivity, employee satisfaction, and financial metrics. Secondary data were also gathered from organizational reports to validate the survey results.

Descriptive Statistics

To begin, descriptive statistics provided an overview of the sample and the key variables of interest. Table 1 summarizes the demographic characteristics of the participating organizations.

Table 1: Demographic Characteristics of Organizations

Characteristic	Category	Frequency	Percentage (%)
Industry	Manufacturing	30	25.0
	Service	40	33.3
	Technology	20	16.7
	Retail	15	12.5
	Healthcare	15	12.5
Number of Employees	<100	50	41.7
	100-499	40	33.3
	500-999	20	16.7
	>1000	10	8.3
Years in Business	<5	30	25.0
	5-19	40	33.3
	11-20	30	25.0
	>20	20	16.7

Description: Table 1 shows the distribution of organizations by industry, number of employees, and years in business. The sample includes a diverse set of industries, with service and manufacturing sectors being the most represented. The majority of organizations have fewer than 500 employees and have been in business for 5-10 years.

Analysis of SHRM Practices

The questionnaire assessed various SHRM practices, which were categorized into training and development, performance management, and strategic alignment. Table 2 summarizes the mean scores for these practices based on the Likert-scale responses.

Table 2: Mean Scores of SHRM Practices

SHRM Practice	Mean Score (1-5)	Standard Deviation
Training and Development	4.1	0.8
Performance Management	3.9	0.9
Strategic Alignment	4.0	0.7

Description: Table 2 presents the mean scores and standard deviations for different SHRM practices. The mean score for Training and Development was the highest at 4.1, indicating that organizations generally placed a high emphasis on this area. Performance Management had the lowest mean score of 3.9, suggesting some variation in its implementation across organizations. Strategic Alignment had a mean score of 4.0, reflecting a strong focus on aligning HR practices with organizational goals.

Impact on Organizational Performance

To analyze the relationship between SHRM practices and organizational performance, regression analysis was conducted. Table 3 shows the results of the regression analysis for productivity, employee satisfaction, and financial outcomes.

Table 3: Regression Analysis Results

Dependent Variable	Independent Variable	Beta Coefficient	t-Value	p-Value
Productivity	Training and Development	0.35	4.12	<0.001
Productivity	Training and Development	0.22	2.75	0.007
Productivity	Strategic Alignment	0.28	3.21	0.002
Employee Satisfaction	Training and Development	0.40	5.05	<0.001
Employee Satisfaction	Performance Management	0.25	3.01	0.003
Employee Satisfaction	Strategic Alignment	0.32	4.01	<0.001
Financial Outcomes	Training and Development	0.30	3.87	<0.001

	Development			
Financial Outcomes	Performance Management	0.20	2.50	0.013
Financial Outcomes	Strategic Alignment	0.33	4.05	<0.001

Description: Table 3 displays the beta coefficients, t-values, and p-values from the regression analysis. All SHRM practices had a statistically significant positive impact on productivity, employee satisfaction, and financial outcomes. Training and Development had the strongest impact on employee satisfaction ($\beta = 0.40$) and financial outcomes ($\beta = 0.30$). Strategic Alignment also showed a significant positive relationship with all three-performance metrics, indicating its critical role in enhancing organizational success.

Correlation Analysis

To further understand the relationships between SHRM practices and performance outcomes, correlation analysis was conducted. Table 4 presents the correlation coefficients for SHRM practices with organizational performance metrics.

Table 4: Correlation Coefficients

SHRM Practice	Productivity	Employee Satisfaction	Financial Outcomes
Training and Development	0.45	0.50	0.42
Performance Management	0.30	0.35	0.28
Strategic Alignment	0.40	0.45	0.38

Description: Table 4 shows the correlation coefficients between SHRM practices and performance metrics. Training and Development had the highest correlation with Employee Satisfaction ($r = 0.50$), suggesting a strong link

between employee development and satisfaction. Strategic Alignment had a moderate correlation with all performance metrics, indicating its significant yet less direct impact compared to Training and Development.

Reliability and Validity Tests

Reliability analysis was performed using Cronbach’s alpha to assess the internal consistency of the survey instrument. Table 5 shows the results.

Table 5: Reliability Analysis

Variable	Cronbach’s Alpha
Training and Development	0.85
Performance Management	0.82
Strategic Alignment	0.80
Overall Scale	0.87

Description: Table 5 indicates that all variables had Cronbach’s alpha values above the acceptable threshold of 0.70, demonstrating high reliability. The overall scale had an alpha of 0.87, confirming the consistency of the survey instrument. The analysis of the data confirmed that SHRM practices significantly affect organizational performance. Training and Development emerged as the most influential practice, positively impacting productivity, employee satisfaction, and financial outcomes. Performance Management and Strategic Alignment also contributed positively but to a lesser extent. The results highlight the importance of strategic HR practices in enhancing organizational performance, providing valuable insights for HR professionals and organizational leaders.

CONCLUSION

The analysis of the effects of Strategic Human Resource Management (SHRM) on organizational performance has revealed significant insights into the role that various HR practices play in enhancing productivity, employee satisfaction, and financial outcomes. The research utilized a robust quantitative methodology, involving a sample of 120 organizations, to explore the relationships between SHRM practices and key performance indicators. The results indicate that Training and Development stands out as the most impactful

practice, positively influencing all three-performance metrics—productivity, employee satisfaction, and financial outcomes. Performance Management and Strategic Alignment also demonstrated significant positive effects, though their impact was somewhat less pronounced compared to Training and Development. The descriptive statistics and mean scores showed that organizations place a high emphasis on Training and Development, reflecting its perceived value in driving performance. Regression analysis further confirmed the strong impact of SHRM practices on performance outcomes, with Training and Development having the highest beta coefficients in both employee satisfaction and financial outcomes. Correlation analysis corroborated these findings, highlighting Training and Development as having the highest correlation with employee satisfaction. The reliability and validity tests ensured the accuracy of the data and the robustness of the research instrument.

Overall, the study underscores the critical role of strategic HR practices in enhancing organizational success. It highlights the importance of investing in training and development as a means to boost employee satisfaction and financial performance. These findings offer valuable insights for HR professionals and organizational leaders seeking to optimize their HR strategies for better performance outcomes.

Recommendations

Organizations should prioritize the development of comprehensive training programs to enhance employee satisfaction and productivity, as these are strongly correlated with improved performance metrics. Additionally, aligning HR practices with organizational goals and improving performance management systems can further support overall success. Future research could explore industry-specific SHRM practices and their unique impacts on performance, offering deeper insights into tailored HR strategies.

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