The Impact of HR Management on Organizational Performance

A graduate project submitted in partial fulfillment of the requirements

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By

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Abstract

Impact of HR Management on Organizational Performance

By

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Master of Public Administration in Public Sector Management and Leadership

In recent years, scholars have researched the positive influence that HR management practices have on organizational performance, such as job analysis or design, performance management, organizing, directing, controlling, etc., promoting the well-being of the organization’s employees. Organizational effectiveness opens new growth opportunities. Further research is necessary to understand employees' perspectives on the subject to achieve high performance and satisfaction levels throughout the workforce by creating ways to strengthen the employer-employee relationship. The research aims to add to the body of knowledge in this field by qualitatively analyzing HR management's positive and negative impacts on organizational performance using interviews of HR managers and employees. The results can help revise HR practices to eliminate adverse effects on organizational performance. Improving efficiency by building an effective team and resources available for employees and reducing unwanted employee turnover will likely promote the business's growth.
Introduction

Organizational performance is essential for the operations of organizations. All organizations desire to perform well in the market (Dien, 2020). Organizations that attain their objectives have good performance (Bilan et al., 2020). Goal setting is therefore primary in reviewing organizational performance. In most cases, objectives are along financial lines to support an organization’s goals, maintaining a balance between costs and revenue. The success of organizations is determined by their financial performance. However, not-for-profit organizations must focus on other aspects which are not financial like helping the community, spreading the gospel, or fighting a disease. The organizations have therefore adopted a shift in what they consider good performance.

Other aspects of organizational lives are now considered when evaluating performance. For example, organizations desire to attract top talents in the market and meet their customer preferences (Zaharee et al., 2018; Reilly, 2018). Therefore, organizations are becoming more aware of how other aspects contribute positively to organizational performance. Another vital aspect that organizations consider is the well-being of their employees. Employee well-being directly influences their productivity and ability to achieve objectives (Krekel et al., 2019). Other aspects considered by organizations include relations with stakeholders, sustainability, and social responsibility. HR management helps organizations to evaluate their performance, making it necessary to study the impact of HR management in organizational performance.

HR management is primary in evaluating organizations' performance, which acts as the direct link between employees and senior management. A study conducted in the hospitality industry indicated that HR is central in connecting employees and senior management (Tuan, 2018). Therefore, HR takes part in influencing the performance of
organizations. It is responsible for communicating the strategic plans of organizations. Also, it has the responsibility of communicating organizational objectives to the employees. In this sense, they influence the success of the organization.

Employees perform better when they know what is expected of them. The HR management communicates the objectives to the employees (Reilly, 2018). Additionally, performance evaluation is part of the role of HR (Reilly, 2018). Therefore, the HR department determines the performance levels and whether objectives are met. The roles of HR appear integral to the performance of the organization (Reilly, 2018). It is important to analyze the perception of HR managers on their role in organizational performance. Additionally, it is essential to evaluate how employees perceive the role of HR managers in organizational management.

Other HR practices, which include hiring, firing, benefits, and wellness, have the potential to influence organizational performance. For example, it is HR that is responsible for recruiting employees. Therefore, it is possible that HR directly influences performance by hiring the personnel required to meet the organizational objectives. Also, it takes care of employee training needs at the organization. Consequently, management has the potential to influence the capacity of employees to achieve their objectives. Research usually focuses on how each HR practice influences the organization’s performance.

HR management roles and practices have the potential to influence the performance of organizations. Some of how HR management can influence organizational performance are direct and short-term while others are indirect and long-term (Sherafat & Elahi, 2018). There is, therefore, a need to analyze the impact of HR management on organizational performance. Such analyses aim to establish whether the assumptions are valid or misleading.
Various scholars have looked at the relationship between HR practices like setting mission and goals of the department and organizational performance like employee satisfaction, improving customer and stakeholder satisfaction. Primary focusing on a specific HR practice and how it influences organizational performance. Additionally, most studies focus on a specific organization or focus on one industry and how the HR practices in that organization influence its performance. Therefore, although several scholars analyze HR practices and organizations, their results are specific to certain organizations. The study is necessary as it will apply to all organizations, consider the perception of employees, and therefore add to existing body of knowledge to developing ways to strengthen the employer-employee relationship by understanding the perspective on the subject is essential for achieving high performance and satisfaction levels throughout the workforce.

The literature fails to identify the impact that HR management, in general, has on organizational performance. Having this general is essential for HR managers in different organizations in countries that scholars have not prioritized to understand their implications for performance. The research aims to address this gap by answering the research question: what is the impact of HR management on organizational performance? The researcher will collect qualitative data by interviewing employees and HR managers to determine their perspectives on the subject. The research will identify both positive and negative impacts of HR management on organizational performance. By interviewing HR managers and employees, the researcher will get a clearer picture of strategic planning in organizations and strategic implementation.

The information will help to inform decisions made by HR management in their practice. The researcher will advise on best practices that promote organizational performance and those which undermine it based on the research findings. The information is necessary in understanding the perspective of employees about HR practices and how they
influence organizational performance. Additionally, the study will review how perceptions of employees have changed following the COVID-19 pandemic. As such, it will offer current information in the field pertaining to HR management and organizational performance.

The purpose of the study is therefore to contribute to the existing body of knowledge on HR management. The researcher will perform a cross-sectional study. The research findings will contribute to the current knowledge about how HR management impacts organizational performance. The research contributes to this by looking at the perspectives of both employees and HR managers. The view of employees is needed because previous studies have focused heavily on the perspective of management at the expense of what employees think. Employees implement set policies and as such their opinions should be considered. Human resources management is a way for management to influence and shape the skills and behavior of individuals in their work (Rasool et al., 2021).
Literature Review

Existing literature indicates that organizational performance is managed and monitored by administrator. It is the management's role to optimize the organization's performance at any given time (Dien, 2020). One way of managing performance is by minimizing error occurrence at the workplace and ensuring there are systems to mitigate the effects of error occurrence (Guchait et al., 2018). Managers are dedicated to ensuring that they monitor and manage the performance levels at their organizations through various policy and HR practice.

HR management contributes greatly to the management of organizational performance. The strength of the HRM system determines the effectiveness of managing organizational performance (Van Waeyenberg et al., 2020). Additionally, HR management is responsible for analyzing organizational performance, finding existing gaps, and coming up with ways to address those gaps (Sherafat & Elahi, 2018). This literature review looks at various specific ways in which HR management can impact organizational performance. Although managers already know what they ought to do, literature is silent on what managers should not do. The study will seek information on what employees think managers should stop doing.

Organizational Culture

Organizational culture is considered a crucial part of the livelihood of organizations. HR management has the capability of influencing the culture in the organization. According to Anwar et al. (2020), HR management practices geared towards preserving the environment make employees citizens of environmental conversation. The insights gained from the study show that human resource managers' practices influence employees' behavior. HR
management is therefore considered a crucial tool for setting and maintaining organizational culture because it influences performance.

The culture that is adopted in an organization, in turn, influences its performance. For example, existing literature indicates that organizational performance improves when HR management promotes a learning culture (Alshammari, 2020). HR managers can influence a culture that highly regards organizational learning and knowledge management (Alshammari, 2020). Organizational learning influences the capacity of employees to learn of the current acceptable standards. Knowledge management increases the adoption of newly acquired knowledge. Consequently, performance increases.

A culture of decentralization which allows employees freedom in making decisions is also encouraged in the existing literature. Decentralization of HR practices empowers employees to make decisions, improving their capacity to make timely decisions (Anwar & Abdullah, 2021). Consequently, their performance is improved as they own the processes at the organization and deliver their best. Without decentralization, employees must always seek permission from top management before making decisions. Therefore, the decision-making process is slowed down.

The discussion indicates that the culture of an organization is important for organizational performance. A positive culture fosters a positive organizational commitment, boosting performance levels (Berberoglu, 2018). Employee morale and commitment are boosted when HR management fosters healthy organizational culture (Anwar & Abdullah, 2021). In turn, the productivity of employees increases. Therefore, HR management improves organizational performance by influencing organizational culture.

Organizational culture is directly related to the performance of the organization. The organizational culture determines employees' commitment to their roles (Raharjo et al., 2018;
Park & Doo, 2020). Additionally, organizational culture determines the level of job satisfaction among employees (Tejayadi et al., 2019; Park & Doo, 2020). Employees who are committed to their jobs have higher productivity levels. As such, they perform well and boost organizational performance. Also, satisfied employees are more dedicated to helping firms perform well in the market.

The literature implies that healthy organizational culture promotes better performance than poor organizational culture. It is the HR that initiates and maintains the culture in an organization (Trivedi & Srivastava, 2020). Therefore, HR management influences organizations’ performance by influencing the organization’s culture. Moving forward, research should seek to establish how employees perceive the efforts of their managers in influencing their culture. This study will address this by asking employees what they think about efforts made by their HR managers.

**Human Resource Practices**

HR practices are essential to consider in this analysis because it is the HR practices which determine the success of HR management. A study conducted in the Middle East and North America concluded that HR management practices and commitment promote organizational success despite where an organization is located (El-Kassar & Singh, 2019). The study findings indicate the types of HR practices adopted to determine the expected organizational performance. It is therefore prudent to analyze the impact of HR practices on organizational performance.

HR practices that influence firm performance include training, recruitment, and incentives. The role of HR in recruitment impacts the future performance of the organization. An organization with a skilled workforce has the excellent potential to meet customer expectations and consequently perform well in the market (Reilly, 2018). HR selects
employees during the recruitment process. Recruitment practices that identify skilled workers help to improve the capacity to perform well in the future (Wright & Constantin, 2021). It is important to consider how employees perceive the role of HR management in organizational performance to effectively onboard them in HR practices.

The other HR practice that influences performance is training. Through training, companies ensure that their employees are skilled to perform well. Additionally, training exercise helps companies ensure employees adapt to any changes in the market and customer preferences (Prasanna et al., 2019). Organizations that use training and bonus incentives to attract young talent have better performance and employee retention than those which ignore young talent (Zaharee et al., 2018). HR management takes care of all training needs of the organization. Therefore, management has a direct impact on firm performance.

The use of incentives by HR also improves the performance of organizations. According to Kang and Lee (2021), HR managers use incentives and rewards to motivate employees. The use of incentives is an essential aspect of the performance of organizations. Motivated employees have better satisfaction, productivity, and performance levels than those who are demotivated (Dziuba et al., 2020). The existing literature encourages HR managers to use incentives to motivate their employees.

Corporate sustainability and social responsibility promote organizational performance. According to Stahl et al. (2020), the engagement of HR managers in corporate sustainability and social responsibility. However, there is a missing framework for distinguishing management's roles in corporate sustainability and social responsibility (De Stefano et al., 2018). Corporate sustainability and social responsibility determine customer attraction, employee attraction, and firm performance (Zhang et al., 2020). It is unclear the
contribution of HR to organizational performance in this manner as HR practice on the subject is not clear.

Existing literature indicates that HR management can influence organizational performance through HR practice. Certain HR practices like training, recruitment, incentives, and motivating employees promote organizational performance. The literature suggests that corporate social responsibility and sustainability also improve organizational performance. However, there are currently no frameworks for HR management to engage in these aspects of organizational management actively. Additionally, managers are unaware of the things they should stop doing to avoid negatively impacting on performance. The research will analyze ways in which HR managers can use corporate social responsibility and sustainability to positively influence performance.

**Human Resource Management Styles**

Various management styles affect the performance of the organization differently. HR management styles have an impact on the capability of HR managers to achieve their set objectives. Better performance is an achievement when management adopts total quality management as a primary way of implementing organizational strategies (Aziz et al., 2019). Different management styles exist from which HR managers can adopt. This section reviews the research findings on the impact of different HR management styles on organizational performance.

Leadership styles that offer freedom to employees are preferred to those that deny employees freedom. The best leadership style is the transformational leadership style. According to Para-González et al. (2018), this leadership style promotes learning and innovation in the organization. Transformational leadership achieves this result by promoting the effective implementation of technology use and knowledge management strategies.
(Sayyadi, 2019). Therefore, HR managers who adopt the style promote better performance in their organizations.

As explained in existing literature, leadership styles also influence performance by promoting desired organizational culture. Influential leaders promote shared beliefs within the organization, increasing the chances of attaining the set objectives (Tan, 2019). Influential leadership styles are therefore preferred in HR management. Such leaders motivate the employees to remain productive and attain their objectives (Al Khajeh, 2018). As such, performance levels increase as employee productivity increases.

Another preferred leadership style is the transactional leadership style. Organizations with HR management with the transactional leadership style have better knowledge management. A study conducted among SMEs indicated that organizations perform better when HR managers use knowledge management to promote innovation (Singh et al., 2021). The existing literature, therefore, indicates that knowledge management plays a crucial role in promoting performance levels in organizations.

Certain management styles are associated with poor organizational performance. Leadership styles that undermine employees’ freedom reduce their chances of being innovative and highly productive. Leadership styles that deny employees opportunities and freedom are like the charismatic and transactional leadership styles (Al Khajeh, 2018). Scholars discourage HR managers from adopting the two leadership styles.

In general, desired leadership styles promote the capacity of employees to perform well. HR practices that promote opportunity, ability, and motivation positively correlate with organizational performance (Anwar et al., 2020). It is therefore prudent to analyze the perceptions of employees about their leaders. The research will attempt to understand whether employees feel that they are empowered to innovate and make timely decisions.
Also, the research will analyze management styles which employees prefer and the ones they find ineffective.

**Human Resource Management Influences Employees**

HR practices influence employee well-being and happiness, influencing their capacity to perform effectively (Peccei & Van De Voorde, 2019). Employees are generally happy with the organization and their work when HR practices are implemented well. Happiness results because good HR practice implies that employees will have clear job roles that reduce burnout and exhaustion among them (Marescaux et al., 2018). Therefore, HR management influences the working environment of the employees.

Employee well-being contributes to their productivity and performance. Poor employee well-being contributes to high conflict, violence, low productivity, and low performance in the workplace (Zhou et al., 2020). Several organizations are now interested in monitoring the well-being of their employees as they attempt to manage their performance (Skurak et al., 2018). Organizations hope to achieve better performance by ensuring that the employees' well-being is taken care of.

HR managers can promote a healthy culture to prevent a toxic working environment that negatively impacts employee well-being, engagement, and productivity (Rasool et al., 2021). Additionally, HR practitioners can influence employee well-being by availing of learning opportunities and resources necessary for career advancement to employees (Huo & Boxall, 2020). Employees with such resources have better levels of well-being and consequently perform better. The way in which managers interact with employees influences their well-being, and in turn influences their performance levels.

The existing literature also emphasizes the need for achieving work-life balance to enjoy better performance. An individual's perceived work-life balance influences their work
commitment and performance levels (Wong et al., 2021). Employers struggle to balance their employees' work engagement and work-life balance (Wood et al., 2020). Organizations that overemphasize work engagement run the risk of having employees with poor work-life balance. Such employees have low performance. However, organizations that prioritize employees' work-life balance may fail to meet their performance standards.

HR management influences performance by helping organizations balance work engagement and employees' work-life balance. HR management allocates resources for employees to use through human resource development and, as such, influences the amount of time taken per task (Wood et al., 2020). Therefore, HR practitioners can directly influence productivity at work. When all resources are availed, workers can work efficiently within the required time and get their time off. Additionally, management can incorporate technology to ensure that employees have resources that promote efficient performance (Prasanna et al., 2019). HR management, therefore, has the potential to influence employee performance by improving their work engagement.

The other way of influencing performance is through the type of relations which exist between employees and employers. Organizations with good relationships between management and employees enjoy a strong brand because the employees market the organization (Korzynski et al., 2020). Such organizations have a strong brand reputation and awareness because they are marketed by employees who work as brand ambassadors. Employees who act as brand ambassadors promote marketing innovation for their companies and consequently promote dominance in the market (Hussain et al., 2020). HR managers should therefore attempt to relate better with their employees to make them brand ambassadors.
Brand awareness is desired because it boosts the financial performance of organizations. Organizations with strong brand awareness and reputation enjoy better performance in the market because they earn customers' trust (Foroudi, 2019). Therefore, they attract more customers and make better sales. One way of looking at firm performance is by analyzing the sales depending on how it attracts and retains customers (Narayanaswamy & Heiens, 2022). Organizations with strong brands attract and retain customers easily. Consequently, they have better market performance. The review indicates that little attention is given to how management negatively influences employees. The study will address this gap by analyzing ways in which employees feel negatively influenced by management.

**Influence of Technology**

HR management also impacts organizational performance through the influence of technology. Technological advancements have presented HR management with new opportunities for boosting organizational performance. According to Anwar and Abdullah (2020), organizations can take advantage of technological advancements to boost their performance by managing customer and employee satisfaction. Various technologies are available that HR managers can adopt in their practice.

Technology has changed the implementation of HR practices. Technological advancement has increased HR managers’ competence in performing their various roles (Fenech et al., 2019). For example, HR management can now rely on technology to make efficient decisions during HR practice (Vrontis et al., 2021). With these technologies, HR management has a greater impact on performance. The impact can be more direct and quickly as HR managers can interact with all employees in real time, including virtual teams.

HR management can use various tools to boost performance in their practice. For example, HR managers can use technology to screen applications during recruitment, making
it faster and more efficient (Vrontis et al., 2021). Therefore, HR managers can fill up openings faster. Also, managers can use technology to train employees and ensure that they are competent enough to perform as desired (Vrontis et al., 2021). Lastly, HR managers can apply technology to monitor performance levels, communicate performance targets, and make changes to ensure performance targets are attained (Vrontis et al., 2021). Therefore, technology has changed the way HR management goes about their roles.

Technology has also revolutionized the agility that HR management enjoys. HR practices can now be done online due to improved technology. As a result, HR management enjoys agility by using e-HRM practices to boost the performance of organizations (Sutha & Thathsara, 2021). E-HRM has contributed to organizations' sustainability, and competitive advantage as HR practices are carried out efficiently (Shamout et al., 2022). Therefore, technology influences the performance of HR practitioners and the overall firm performance.

Technology also boosts the internal performance of HR managers by training employees, communicating with them, and monitoring their performance. Additionally, HR management boosts performance by availing the necessary technology resources for employees to use (Prasanna et al., 2019). The use of technology boosts organizational learning and innovation, which in turn increases firm performance (Bilan et al., 2020). Technology, therefore, influences the performance of organizations in several ways.

The existing literature indicates that most organizations are shifting towards the adoption of e-HRM. According to Ahmed (2019), e-HRM is mandatory for HR management because of the high levels of automation occurring in several industries. However, other scholars hold that it is still important for HR management to value the contribution of human beings in HR practice to unlock the full potential of e-HRM (Myllymäki, 2021). Therefore, human factors are still crucial in performance management despite several advances in
technology. The literature fails to capture the perception of both employees and HR managers on the e-HRM systems available for use and how they are being utilized.

Technology improves the impact of HR management on organizational performance. As the literature above explains, technology increases HR practices’ efficiency. HR management can attain efficiency in performing roles like training, recruitment, and performance evaluation using technology (Vrontis et al., 2021). When carrying out HR practices, efficiency boosts the overall organizational performance (Shamout et al., 2022). For this reason, e-HRM is gaining wide influence in HR management. Efficiency in HR practices has a positive impact on organizational performance. Therefore, the existing literature suggests that the influence of technology influences organizational performance. The study will analyze whether employees are empowered enough to utilize existing technology to perform better.
Literature Review Summary

HR management has an impact on organizational performance. The impact is evident by looking at HR practice and how it influences the performance of organizations. Although the most emphasis is laid on HR practice, the analysis reveals that HR management influences organizational performance in other ways. For example, HR management has an influence on employees, which can boost or hinder performance. Additionally, management influences performance by having sway on the organizational culture.

This study aims to have a holistic view of the impact of HR management on organizational performance. The study will analyze how HR management can impact organizational performance both positively and negatively. The knowledge is essential in increasing the positive impact of HR management on organizational performance and reducing their negative impact. HR managers already understand the DOs of their roles, but little is said about the DON'Ts. The research will therefore offer a holistic understanding of how HR management impacts organizational performance.
Research Gap

The existing literature has offered numerous insights on HR management's influence on organizational performance. However, specific gaps exist. For example, the existing literature looks at how specific aspects of HR management like HR practice and management styles, and how each influence organizational performance. The literature has not addressed how these issues interact together to affect performance in general. HR managers do not work in isolation but interact with each other. There is, therefore, a need to analyze the overall impact of HR management on organizational performance.

Additionally, existing literature has not looked at the ways in which HR managers can have a negative impact on organizational performance. The focus of the literature is on things that impact performance positively. The gap exists because researchers have focused on the perceptions of HR practitioners at the expense of what employees think. What employees think is essential because it determines their adoption and implementation of the policies set by management.

This research aims to address these gaps and contribute to the existing body of knowledge. There is a need to analyze how HR management impacts organizational performance in general instead of looking at specific aspects of HR practice. Additionally, there is a need for further research on how HR management impacts organizational performance negatively. There is a need to use qualitative research to understand how employees perceive the influence of HR management on their practice. Most research focuses on the perspectives of HR practitioners while ignoring how employees perceive HR practices. The research will focus on getting employees' views on the overall impact of HR management on their performance to address these gaps.
Research Question and Aim

The research aims to analyze the impact HR management has on organizational performance as perceived by employees and HR managers by answering the question: What is the impact of HR management on organizational performance? The findings of the research will offer insights into the ways in which all HR practices and influences impact the performance of organizations, how employees perceive the impact that HR management has on their performance, and ways in which HR management has negative impacts on organizational performance. The research is therefore essential since it has contributions that will improve HR practice by training and developing improving skills, maintaining compliance, and professional career growth.
Research Methods

Methodological Approach

The qualitative research method will help the researcher understand and incorporate employees' views on management’s role in organizational performance. The researcher will interview the employees to get insights into their perceptions by asking how they feel about management and what they think management can do to better their performance levels. The researcher will undergo training on the best way to conduct interviews. Additionally, the researcher drafted interview questions to help gather enough data on the subject under review.

The research will be a cross-sectional study. The qualitative research method is best suited to find employees' and managers' perceptions of how HR management impacts the organization's performance. HR managers rely on department services like recruitment, employee relations, and payroll. The research methodological approach allows for analyzing descriptive data. Therefore, it will allow the researcher to gain an in-depth understanding that can contribute to the existing body of knowledge. The consent form explains the time necessary to participate in this research.

Study Setting and Population of Interest

The study will focus on the insights of employees and HR managers in different fields. The researcher will identify one school, hospital, supermarket, hotel or restaurant, and government institution convenient for data gathering at a low cost. The various organizations have been selected for this study to accurately represent HR management's impact on organizational performance in different fields.

The research will occur in December 2022. The researcher will contact all identified institutions and explain the research being conducted through emails. The researcher will
then organize interviews with HR practitioners and employees in these institutions by writing them emails to request to conduct the study in their organizations. Then the researcher will organize with the participants to conduct interviews at a location and time of convenience for the interviewees in May 2023. We are expecting 50% response from 200 email participation requests, for a sample size of 100 interviews.

The interested population comprises HR practitioners and employees at the selected facilities. The HR practitioners will give insights on what they do to impact the performance by answering the interview questions in the appendix. The employees will, in turn, give valuable information on how they perceive the efforts by answering their specific questions as captured in the appendix. The study will therefore offer a wholesome understanding of how HR management impacts organizational performance.

**Data Collection**

The researcher will prepare open-ended interview questions for use during the interviews. Open-ended questions are preferred because they will allow the respondents to offer as much information as they possibly can (Al Khajeh, 2018). The researcher will also prepare by ensuring all interviewees are aware of the time and place of the interviews and feel comfortable about the interview schedule. We will store documents like signed consent forms in a locked file cabinet and all electronic data will be password protected. Researchers need to be accommodating, which means introducing themselves to the participant, dressing appropriately, and showing interest to avoid barriers between participants and the researcher. Lastly, the researcher will prepare by ensuring the sample selected is representative of the entire population.

The researcher will conduct Face-to-Face and Zoom interviews to collect data. Some challenges may be faced during the research. For example, some interviewees may feel
uncomfortable with face-to-face interviews. Challenges may also arise with reservations about face-to-face conversations because of the COVID-19 pandemic to address this challenge, the researcher will make an allowance for Zoom calls and conduct the interviews over Zoom. The researcher will assure all respondents of adhering to COVID-19 protocols like social distancing during the interviews. Lastly, some organizations may show reluctance in letting their employees answer the interview questions. The researcher will assure such organizations of the benefit of sharing the research findings with them to help boost their performance.

**Sampling Design**

The research will use the nonprobability purposive sampling technique. However, there is a need to get insights from people with more experience to offer helpful information. For example, someone who has only worked in an organization for three months may not have the same perceptions of the organization as someone who has been employed longer. The nonprobability purposive sampling will ensure that the researcher has the most suitable members of the population to take part in the study.

The researcher will use heterogeneous purposive sampling. The research will succeed if the sample represents the population. The study needs the views of employees and HR practitioners from various industries. Therefore, the heterogenous purposive sampling technique is well suited to having a representative sample of the population. It will help to get a good sample composition that makes the study reliable. Hopefully, the sample will be diverse enough to represent employees from different industries with different experiences in the workplace.

The research targets 100 respondents. The researcher will interview 20 respondents from each of the five organizations identified. Anything above 50% is good response rate
Participants are HR Managers and employees of the HR division. Therefore, the sample size 200 will be large enough to represent the population accurately. Also, the large sample will offer enough answers to do a detailed qualitative analysis. A sample size of 200 is selected because of the nature of the study which can help researcher to get meaningful results.

The researcher will need to use incentives to attract several employees to take part in the study. The researcher will give credit to all institutions in the study and market them on social media platforms to incentivize organizations to allow access to their employees by make social media sharing easy or provide guideline and training. The researcher will make a brochure detailing how to advance in their career, and another brochure indicates how to manage stress at work. All employees who show interest in the research will be presented with these materials. The material will act as an incentive for employees to take part in the study.

The researcher will make a flyer emailing the detail need for the research and asking any willing employees to contact the researcher to schedule interviews. The flyer will specify the details of employees qualifying for the interview. The researcher will have a 2-minute survey for employees to fill in their details like years of working with the organization, and job titles when they show interest in the research, and everything will be recorded.

The researcher will start by approaching all identified organizations via email to explain the purpose of the research and request a sit down with the HR managers to discuss the visibility of doing the study in the organization. The researcher will then honor the meeting, answer any managers' questions. The researcher will propose setting a day or two and having a 45-minute session with each employee who agrees to participate in this study.
Discussion

Ethical Considerations

There are three ethical considerations in this research. The first ethical consideration is obtaining informed consent which ensures the participants to give an informed choice about whether they want to participate in a research study. The researcher will require all participants to consent to participate in the study. The researcher will not force any organization or any individuals to participate in the study. The researcher will not require managers to use their influence or force employees to participate in the study. Additionally, any person who decides to withdraw from the study at any point will be allowed to do so and can skip any questions they do not want to answer. All participants will be required to read a consent form before participating in the research. The consent form will detail the need for this research and explain the amount of time necessary and voluntary nature to participate in this study. Therefore, all participants will be aware of the study they are getting involved in and stating that the data are anonymous. The research will not reveal the participants' names, ages, and personal information to protect their anonymity.

Limitations

The proposed study has certain limitations. Foremost, it is a general study and not specific to one role of HR management. Other studies focus on one aspect of HR management and how it influences organizational performance like settings goal, monitoring employee performance. However, this study will focus on the general influence of HR management on organizational performance. The study cannot exhaust all the ways in which one aspect of HR management influences organizational performance.

Additionally, this study is limited by its cross-sectional design. Cross-sectional studies collect data once as opposed to longitudinal study and experimental study, which collect data
over a long period. Therefore, the study will have data that represents how HR managers and employees feel at one given time. The perceptions they have might change with time. However, all cross-sectional studies using interviews have this limitation, which is not unique to this study.

The other limitation of the study is the interpretation of the results. The research will utilize the qualitative research methodology. The respondents will give personal and descriptive responses, which the researcher must analyze later. If the participant answers the questions misleadingly then the responses may be biased. Additionally, the researcher may have a bias in interpreting the results. The researcher will avoid bias by asking open-ended questions that do not lead respondents to offer specific answers but rather to give their genuine views by ask general questions before specifying.

The proposed research can potentially impact the body of existing literature. The research will offer insights into how HR managers perceive their influence and role in organizational performance. Additionally, the study will offer insights into the ways in which employees perceive the influence and role of managers in their performance. That will help make decisions faster. Lastly, the research will help to understand both the positive and negative impact of HR management on organizational performance. Representative samples help the researcher to obtain insights and observation about a targeted population. The organization we selected for our research has 600 employees. Because the answers from the representative sample reflect the results achieve by interviewing the entire population of the organization, this demographically represents the entire population also age, race, gender, experience, and role.
**Expected Results**

First, it is expected that the research will allow an understanding of how HR managers think they impact organizational performance. HR management has a positive impact on organizational management (Alshammari, 2020). Therefore, the research will show whether employees feel that HR management promotes organizational performance. The analysis will find the organizations more competitive to perform better. HR management can also improve the employee's capabilities and innovative behavior to improve organizational performance. Having the perception of both teams helps to have a holistic view of the impact of HR management on organizational performance.

HR management has a positive impact on organizational performance and is silent about any negative impacts (Sayyadi, 2019). The results will identify revise HR practice to eliminate negative impacts on organizational performance. Improving efficiency by building an effective team and resources available for employees and reducing unwanted employee turnover will likely promote the businesses growth. Management will take feedback from employees and participate in growth planning. HR Managers regularly engage with teams to discuss progress, and good performance needs a reward. The research will help HR managers learn how they have been improving performance levels like recruiting and developing strong leader, taking advantage of technology, ensuring overall company goals aligned with the HR goals.

The research is expected to indicate whether HR management has any negative impacts like employee conflict, poor team building, lack of recognition, inadequate training on organizational performance like introduce next generation performance management, adopt new organizational models. It helps contextualize the findings by comparing them with what others have found concerning the impact of HR management on organizational
performance. Expected findings from this research are HR practices: job security, selective hiring, self-managed teams, and decentralization of decision making, compensation policy, extensive training; and information sharing. For instance, the research will show whether there are certain things that, when done by HR managers, reduce the productivity, morale, commitment, or organizational culture and consequently reduce the performance of the organization. Understanding such practices will help HR managers to revise their practice and have better impact on organizational performance like performance management, organizing, directing controlling etc., promoting the well-being of the organization’s employees. The research will help HR managers learn how they have been improving performance levels like recruiting and developing strong leader, taking advantage of technology, ensuring overall company goals aligned with the HR goals.
Conclusion

The research proposal seeks to address the impact of HR management on organizational performance. The research will use qualitative research methodology to address the research question. The methodology allows for collecting and analyzing descriptive data. The researcher will select the sample using a nonprobability heterogenous purposive sampling technique. Face-to-face and Zoom interviews are selected as the method of collecting data. The research methodology is therefore well suited to address the research question.

Answering the research question will offer more insights into how HR management impacts organizational performance. Specifically, the research will help to understand insights of both HR managers and employees and how they are similar or different. Also, the research will contribute to the understanding of HR managers' practices that negatively impact organizational performance. Therefore, the research findings will have implications for future HR practice like administrative services, work with motivation, helping employees develop as people deliver more value, better outcomes, and increased productivity.

The research findings will influence organizations' HR policies in their HR management. The results are expected to indicate various HR practices like well-architected digital HR transformation and technology solutions that strain the relationship between management and employees and therefore affect performance (Foroudi, 2019). The results will help to change these policies and come up with new policies that allow employees to perform at their optimum levels. Organizations may have to change their policies on how managers relate with employees. Inspire employees by presenting a compelling vision for the future and keep employees informed by providing regular communication.
References


Appendix A: Consent Statement

Thank you for making the time to participate in the interview. The questions asked in the interview are meant to offer insights about HR management and how it impacts organizational performance. Your participation is voluntary, and you can withdraw from the study at any time or refuse to answer any questions at no consequence to you. All personal information will be kept confidential. Your identity will also be kept anonymous. Your employer will not know whether you participated in this study or your responses. As a means of appreciating your time, allow me to reward you with two brochures that can improve your work life balance and career progress.

Appendix B: Interview Questions

General interview questions

1. What is your working experience with this organization so far?
2. What have you learned about the culture of the organization?
3. How does the organization’s culture influence your performance?
4. How would you describe the relationship between the HR department and the employees? Why would you think it that way?
5. What is your role in the organization?

Questions for HR practitioners

1. How does the HR department define organizational performance in the company?
2. What level of performance is desired by the HR team?
3. Do you think the HR plays any role in helping the employees improve their performance? Explain.
4. What does the HR team do to boost the performance levels of employees?
5. Has the HR received any feedback from employees concerning the initiatives of the department in boosting performance levels?

6. How would you describe the relationship between the department and the employees?

7. Is there something you think the employees could do to make your impact on the organization better?

8. Based on your experiences, what advice can you give other HR practitioners?

Questions for employees

1. What do you consider to be a good performance?

2. What level of performance do you desire as an individual?

3. What level of performance does your team supervisor desire?

4. What roles do you think the HR plays in helping the organization improve its performance?

5. Is there anything you wish the HR department could do to improve organizational performance? Please explain.

6. What things impact on your performance negatively?

7. Do you offer feedback to HR management about the things that hinder your performance?

8. If yes, how does the HR management respond to such feedback?

9. Are you aware of the HR policy on performance in the organization?

10. If yes, how do you feel the policy affects performance in this organization?

11. What recommendations can you give your HR managers to help them boost organizational performance?