

MICRO AND MACRO PERFORMANCE IN HUMAN RESOURCE MANAGEMENT: CALLING FOR FUTURE RESEARCH AGENDA

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Abstract: Organizations value their human capital as a source of competitive advantage which leads to influential studies in the field of human resource management (HRM). Existing literature often focuses on either micro perspectives or macro perspectives, proven by the empirical studies, but little focus being emphasised on both perspectives simultaneously. This indicates a noteworthy gap to be explored further in relation to HRM effects on multi-level organization performance. There is still lack of empirical evidence on how employee's performance (micro perspective) and productivity affect not only overall team performance (intermediate perspective) but also organizational performances as a whole (macro perspective). In view of this, the proposed study seeks to provide analysis which would assist towards a better understanding of how HRM practices and multilevel organizational performance framework. The study will focus on content analysis based on existing literature on HRM practices and its relationship with employee, team and/or organization's outcomes; as well as multilevel studies in the field of human resource. The articles are obtained from various online sources using the keyword Human Resource Management Practices (HRMP), HRMP and organizational performance, HRMP, and team performance, HRMP, and employee performance, HRMP, and macro level performance and HRMP and micro level performance. Based on this analysis, often HRMP linked with organizational performance followed by the

employee and team performance. Hence, we provide future research agendas which could be explored more by researchers in the field of multilevel human capital performance outcomes since there is still a gap of literature in this topic.

Keywords: *Human Resource Management Practices, Multilevel Performance, Research Agenda*

Introduction

The importance of human resource management practices as a source of value creation towards exceptional competitive advantage (Barney, 1991; Cropanzano & Wright, 2001; Ritthaisong, Johri & Speece, 2014) caught attention of past researchers to test Resource Based Theory suggested by Barney (1991). The importance of human resource has been studied extensively to reflect individual, team or firm level performance outcomes. The impact of good and effective human resource management practices has been long proven to influence individual employee productivity, team as well as organizational performance (Abdul, Khan, Khan & Khan, 2011, Pak & Kim, 2018).

However, though there are bundle of articles successfully proven the relationship between human resource management practices with employee and/or organizational performance, but the integration between micro and macro level performance has yet to be discovered. The tendency in exploring only single level performance of organization is still high leads to the deficiency of empirical research evidence on the integration of multi-level human capital performance. With the increasing pressure of competitiveness, organizations have to focus on improving not only single performance outcome level per se at a time, but, manager also have to access their overall performance level simultaneously. In Malaysia specially, there still very limited assessment and research that have been done to investigate the wellness of multilevel performance among the players.

Why it is so important to study both micro and macro level performances simultaneously? Micro and macro level of HR functions have to work together to improve organizational performance (Ployhart & Moliterno, 2011). This is due to the fact that the performance of the overall organization comes from a good performing employees (Gabčanová, 2011) and good employees' performance comes from good HRM practices implementation (Ray & Ray, 2011). However, how micro level performance of an organization impacts macro level performance has yet to become a top priority of empirical investigation in the field of human resource management.

This conceptual paper tries to discover the point of interconnectedness between micro and macro level of HR function and organizational financial performance. Micro level performance related to employee level of performance which most likely influenced by the human resource practices implemented in the particular organization (Jouda, Ahmad & Dahleez, 2016; Tabouli, Habtoor & Nashief, 2016), while macro level performance often referred to as organizational overall performance (Ployhart & Moliterno, 2011), the paper ought to be able to provide a holistic view of the integration of organizational multilevel performance. Besides, the study also expected to be able to provide a new agenda of study in the field of human resource management.

Literature Review

There are few points that will be discussed in this section. Firstly, the discussion will be focused on the definition of human resource management practices and how it can affect the performance in the organization. Secondly, the discussion will focus on the process of multilevel performance interconnectedness within the organization.

Human Resource Management Practices

The current market competitiveness is vital for survival as it is needed by organizations today. Hence, evaluation of overall organizational value should be given priority. Employee which is the organizational most valuable asset (Ozolina-Ozola, 2014; Pasban & Nojehdeh, 2016) and more likely to perform positively provided they are supplied with effective sets of human resource management practices (Ling & Mohd Nasuridin, 2010). Besides, good sets of human resource management practices will lead to the successful and sustainable competitive advantage (Lin & Wu, 2014; Wernerfelt, 2013). Thus, successful organization is capable to understand the importance of human resource function as the critical factor that contributes to organizational success (Hassan, 2016).

Human Resource Management Practices, Micro and Intermediate Performance

People what makes organization sustainable. Thus, managing people in the organization is essential for organizational sustainability. Employees are easily triggered by their surrounding and they will act according to what they feel, know and what they had learn before(Chan, Shaffer, & Snape, 2004).

In this sense, effective human resource management practices should cover employee's skill enhancing, motivation and empowerment because when combined all these areas together, leads to favourable organizational outcomes (Subramony, 2009). Skill enhancing practices are related to staffing and training as a platform for employee to enhance their knowledge, skill, abilities and other threads to serve organizational performance enhancement processes. Skill enhancing practices including job description, job training, and recruitment and selection process are sets of powerful source to enhance employee performance (Atteya, 2012; Jouda et al., 2016; Hee & Jing, 2018).

Motivation can exert employees' willingness to perform better to sustain a favourable working performance (Burton, 2012) because they will better perform if they believe that they are valued and their welfare are not neglected (Blanco-Mazagatos, de Quevedo-Puente, & Delgado-García, 2018; Burton, 2012). Hence, it will motivate employees to give back to the company by exerting positive job performance (Rubel, Rimi, Yusoff & Kee, 2018; Yu, Mai, Tsai & Dai, 2018), productivity and loyalty (Brown, McHardy, McNabb & Taylor, 2011; Si & Li, 2012). "Happy" employees will also likely to be motivated to work better (Cropanzano & Wright, 2001).

Empowerment increase employee perception on the collective responsibility towards goal setting, task performance and management of the individual interpersonal process (Mathieu, Gilson, & Ruddy, 2006). Empowerment can enhance employee's emotional bond with organization that influences working life and will circulate the feeling of belonging among employees (Ray et al., 2011; Subramony, 2009). Thus, as a result, motivation, satisfaction, skill and sense of belonging among individual employees to acquire excellent team performance because individuals will collectively contribute to the team performance (Magpili & Pazos, 2018). Team performance are triggered by individual skill, ability, knowledge, motivation and autonomy (empowerment) that comes from excellent HRMP (Magpili & Pazos, 2018).

Human Resource Management Practices, Intermediate and Macro Performance

The existence of human resource management practices are solely to satisfy the needs of employees in the organization, so they will be able to work and cultivate positive behaviour (Ling & Mohd Nasurdin, 2010), which leads to positive work outcomes, such as productivity induced by job satisfaction. The point of interconnectedness between multi-levels of the organization's performance is in bound when HRMP effectively enhance employee performance which herald task execution and ability to make decision among the team members (Macht & Nembhard, 2015; Wang, Huang, Davison, & Yang, 2018).

Turnover resulted from unhappy and unsatisfied employee will jeopardise and creates vulnerability in organizational overall performance. It is because, when they leave, the company will have to bear additional costs of hiring and train other employees (Al-Mamun & Hasan, 2017). It is even worse when the employee leave with valuable knowledge and expertise (Kaçmaz, & Serinkan, 2014), since it will be likely transferred to other organization (competitors). Poor HRMP will also affect team performance since individual member's satisfaction and way of work determine the team performance (Delfgaauw, Dur, & Souverijn, 2018; Gabelica, Bossche, Maeyer, Segers, & Gijsselaers, 2014). Hence, to avoid unexpected cost occurrence, the need to provide a good set of human resource management practices is vital.

Past study of Multilevel Measurement of Human Capital Model

Though there are extremely limited number of researches of multilevel human capital approach, few researchers have been attempted to explore various multilevel studies in the field of human resource management. However, there are still few studies which focus on human resource management practices and its relation towards multilevel performance of the firm.

Table 1: Past Multilevel Human Capital Studies

Year	Author/s	Focus of study
2016	Jongwook Pak and Seongsu Kim	HPWS Intensity; Individual in-role performance; team performance
2016	Matthew S. Prewett, Matthew I. Brown, Ashita Goswami, and Neil D. Christiansen	Personality threats; individual level behaviour; team level behaviour
2016	Riccardo Peccei and Karina Van De Voorde	Multilevel paradigm; multilevel mediation analysis
2015	IpKin Anthony Wong	Hospitality; linkage between service provider (firm), employee and customer; organizational attributes and behaviour.
2014	Brenda Vermeeren	HRMP, Multilevel mediation approach analysis
2013	Alia Crocker and Rory Eckardt	Employee and Unit level Complementary
2008	Tae Young Han and Kevin J. Williams	Individual and team adaptive performance; continuous learning activities; learning climate

Source: Developed by authors

Research methodology

The analysis was conducted in two stages. The first stage was to identify related database by using keywords including Human Resource Management Practices (HRMP) and Performance, HRMP and Employee Performance, HRMP and Organizational Performance and HRMP and multilevel human resource study from various online sources such as Sage, Science Direct, Emerald Insight, Google and many other open access sites. The second stage was to filter the research article by year of publication because researcher only include the research from 2010 to 2017.

The analysis is focus on the identification of the past research focus tendencies on performance evaluation satisfying the questions on;

1. How many of the past research articles discuss about the relationship between HRMP and micro or intermediate or macro performance?
2. How many of the past research article investigate the relationship between HRMP and multilevel performance simultaneously?
3. What are the HRMP indicator/s been used previously in determining the performance at any level?

Thorough analysis has been done based on the questions above and the result will be discussed in the following section.

Findings and Discussions

This section discusses the result of the article analysis focused on the performance outcomes and HRMP indicators that has been used previously based on the analysis on 109 articles. The discussion includes the performance outcomes indicators that has been used either as independent or independent variable. The performance indicators have been classified into three major categories includes; 1) micro level performance which referring to the employee level performances, 2) intermediate level performance or team level performance outcomes and lastly, 3) macro level performance for organization level performance. For HRMP indicators, the researchers classified the practices into three major categories namely skill-enhancing practices, motivation- enhancing practices and empowerment enhancing practices. The results are as followed;

Performance Outcomes

From the analysis done on 109 articles related to HRMP and performance, there are 13 articles related to team performance, 23 articles related to micro performance and 66 related to macro performance outcomes. Most of the research on micro level performance used HRMP as indicator of employee outcomes include labor productivity, turnover and job satisfaction. In macro level performance, indicator used to include organizational product/service quality, organizational commitment, innovation, financial performance and more. Financial performance indicator most likely measured by perception rather than monetary value.

HRMP Performance Indicator

Majority of the articles analysed chosen skill enhancing as influencing factor of either micro or macro performance outcomes, followed by motivation and empowerment enhancing practices. Analysis indicates that there are less than ten researcher/s in the past who includes all there HRMP performance indicators. Thus, there is still a need to perform the research that

includes all HRM bundles because combined together, it will be able to produce a better and effective sets of HRMP (Subramony, 2009).

Proposed conceptual framework

Based on the analysis, **Figure 1** is the purposed research framework to fill-in the existing gap. Sets of effective human resource management practices will enhance individual employee performance in which will affect the team performance through their knowledge, ability and organizational fit. Good team performance will able to robust organizational overall performance.

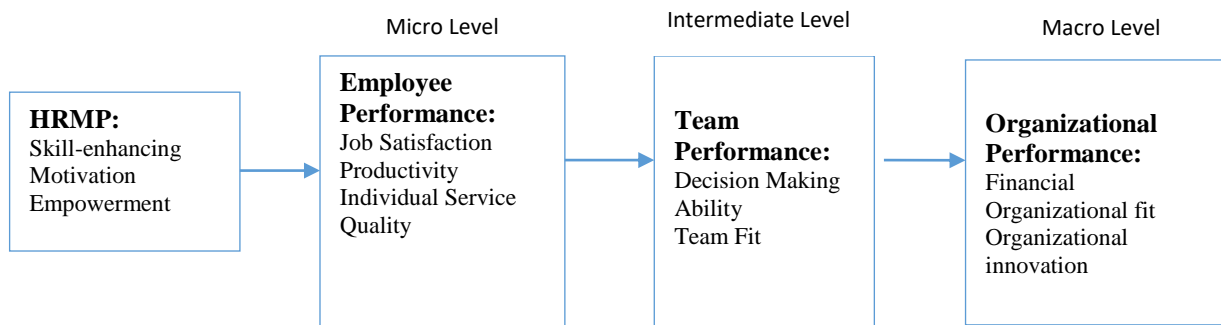


Figure 1: Organizational Multilevel Performance Assessment Framework (Proposed by Authors)

Figure 1 presents the interconnectedness of the multilevel performances bridge. As stated before, a good set of HRM practices will influence employees’ work behaviour and analysing multilevel performance simultaneously is a must. From the performance assessment framework above, HRM practices will leads to a favourable macro performance (organization) at macro level. The relationship between HRMP and organization performance mediated by micro (employee) and intermediate (team) level performances. At individual level, employee performance will be enhanced by a good set of HRM practices consists of skill-enhancing, motivation and empowerment. The relationship between micro level performance and macro level performance mediated by intermediate (team) performance, where individual employees have to work together towards the same direction or goal for the purpose of achieving favourable overall organization performance.

Conclusion

Our conceptual study was the result from analysis of past research in the field of human resource management practices and performance. From the analysis performed, it can be concluded that the demand to explore and investigate multilevel performance of organization, qualitative and/ or mixed method research is greatly required to fill existing literature gap and to provide a better insight of multilevel relationship within the organization. Hence, by focusing on multilevel performance approach instead of single level performance in testing the relationship between HRMP and performance allow us to see the whole picture of the process of organization performance achievement.

One of the main arguments in this paper is to utilize multilevel performance approach to understand the process of performance achievement in which to provide a new direction of

research practices in the field of human resource management practices and performance link. In particular, using multilevel performance measurement model can help the organization to identify the area of problem in achieving good performance due to its tendency to assess the performance from all level simultaneously.

The issue is very important in today's market environment since the organizations should not solely focus on the uniqueness of the product per se for the purpose of achieving sustainable competitive advantage, since those resources seems to be easily achievable with the current advance technology. What does seem too hard to maintain is the employee loyalty. Hence, to maintain good positive behaviour, productivity (Haweel & Elawady, 2015) and effectiveness of working behaviour among employee is what more important and it can be achieved through a good set of HRMP implementation.

Hence, through this conceptual paper, the researchers hope that it can provide a holistic insight on the understanding the process of achieving excellent overall organization performance. However, though this paper has some limitations surface, as an early step of new research agenda in the field of human resource management thought.

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Appendices

Study	IV	DV	Research Method
1. Abdel Nasser H. Zaied et al., 2016.	Skill enhancing Motivation Empowerment	Employee outcomes Labor productivity	Quantitative
2. Abdelwahab At Razouk (2011)	High performance work systems (HPWSs)	Macro profitability, degree of innovation and social climate	Quantitative
3. Abdellatif Amouri & Sami Boudabbous, 2016.	Human resource management practices	Macro Organizational performance	Case study
4. Aimee K G, Daniel J. S, Kareem R., 2016	Simultaneous team member training	Team performance	Mixed Method
5. Alaeldeen Al Adresi and Mohd Ridzuan Darun (2017)	HRM (SHRM) practices	Macro Organizational commitment	Quantitative

6.	AmanuelG. T. et al., 2014	Team cohesion and team learning	Team performance	Quantitative
7.	Andrés Raineri (2016)	High-performance work systems (HPWS)	Multilevel Performance	Quantitative
8.	Antonio C. M. A et al., 2015	Knowledge management	Firm performance	Quantitative
9.	Andreas Georgiadis & Christos N. Pitelis (2012)	Human resources	Macro firm performance (price cost margin)	Quantitative
10.	Abdul Ghafoor, Furqan and M. Aslam. 2011.	Skill enhancing	Macro Organizational performance	Quantitative
11.	Akram Ali Jouda, Ungku Norulkamar Ungku Ahmad, Khalid Abed Dahleez (2016)	human resource management practices (HRMPs)	Micro Employee performance	Quantitative
12.	A.AslanŞendođdu, AyşeKocabacak, ŞükrüGüven, 2013	Human resource management practices	Macro Organizational commitment	Quantitative
13.	Carmen M.M. Pereira & Jorge F.S. Gomes (2012)	Human resource strength	Macro Organizational performance	Quantitative
14.	Cathrine Byremo, 2015	Human resource management practices	Macro Organizational performance	Content analysis
15.	Canan Ceylan (2013)	Commitment based HRmP	Macro Firm performance	Quantitative
16.	Catherine G et al., 2013	Team individual learning	Team performance	Quantitative
17.	Cemal Zehira et al., (2016)	Strategic human resource management (SHRM)	Macro Firm performance	Quantitative
18.	Cherrie Jiuhua Zhu et al., 2013	Strategic integration of HRM	Firm financial performance	Quantitative
19.	Davood Babaei et al., 2012.	Performance appraisal and organizational citizenship behavior	Firm performance	Quantitative

20.	David G. Collings , Mehmet Demirbag , Kamel Mellahi & Ekrem Tatoglu (2010)	Skill enhancing Empowerment Motivation	Organizational outcomes (financial Performance)	Quantitative
21.	David Guest & Neil Conway (2011)	HRMP effectiveness	Performance outcomes	Quantitative
22.	Derek C Jones, Panu Kalmi, Takao Kato and Mikko Makinen (2010)	Motivation Empowerment	Firm performance	Quantitative
23.	Didem Paşaoğlu	Skill enhancing Motivation Empowerment	Organizational Commitment	Quantitative
24.	Emmy van Esch, Li Qun Wei & Flora F. T. Chiang (2016)	High performance human resource (HR) practices	Firm performance	Quantitative
25.	Esmael M. A. Tabouli, Nasser Ahmed Habtoor & Mohammad Nashief S, 2016	Human resource management (HRM) policies	Employee performance	Quantitative
26.	Evans Vidija Sagwa, Peter K'Obonyo, Martin Ogutu. 2015.	Skill enhancing Motivation Empowerment	Firm performance (Sales growth rate, market share, productivity, profitability)	Quantitative
27.	Feng-Hui Lee , Tzai-Zang Lee & Wann-Yih Wu (2010)	Skill enhancing Motivation Empowerment	Firm performance	Quantitative
28.	Fathi Mohamed Abduljlil AL-Damoe, Kamal Ab Hamid & Khairi Mohamed Omar, 2015	Human resource management practices	Human resource outcomes	Quantitative
29.	Felix Kwame Opoku and Dominic Degraft Arthur, 2015	Human resource management	Organizational performance	Interview
30.	Feza Tabassum Azmi (2011)	SHRM	Organizational performance	Quantitative
31.	Gaafar Mohamed Abdalkrim , 2012	HRM practices	Organizational performance	Quantitative
32.	Gretchen A. M., & David A. N, 2014	Individual personality	Team performance	Exploratory
33.	Gregorio Sánchez-Marín, Ángel L. et al., 2017	Skill enhancing motivation	Firm performance	Quantitative
34.	Iveta Ozolina-Ozola, 2014	HRMP	Employee turnover	Content analysis
35.	Isidro Peña & Manuel Villasalero (2010)	Human resource systems	Organizational performance	Quantitative

36.	Isabel Ma Prieto Pastor , Ma Pilar Pérez Santana & Celia Martín Sierra, 2010	Human resource management	Knowledge management	Quantitative
37.	John Delery Nina Gupta, 2016	HRM practices	Organizational effectiveness	Quantitative
38.	J. Delfgaauw et al., 2018	Team incentive and task assignment	Team performance	Quantitative
39.	Ji Hoon Song et al., 2014	Organizational learning Employee engagement	Team performance	Quantitative
40.	Jennifer A. Cowley et al., 2015	Team member interpersonal style	Team performance	Quantitative
41.	Joyce W Kariithi and Mark Odongo Ogutu, 2016	strategic human resource practices	Organizational performance	Case study
42.	Joseph A. Schmidt, et al., 2016	Skill enhancing Motivation empowerment	Employee quit rates	Quantitative
43.	K. Boies et al., 2014	Transformational leadership	Team performance	Quantitative
44.	Hugill, K., Sullivan, J., & Lourdes, M. (2018)	Team coaching and rounding	Team performance Organizational performance	Quantitative
45.	Ladislav Sojka, 2015	HRM practices	firm's economic performance	Quantitative
46.	Longwei Tian et al., 2014	Members skill distance	Team performance	Quantitative
47.	Md. Zohurul Islam & Sununta Siengthai (2010)	Skill enhancing Motivation	Firm performance	Quantitative
48.	Muhammad Hamid, Sumra Maheen, Ayesha Cheem and Rizwana Yaseen. 2017.	Skill enhancing Motivation Organizational citizenship behavior	Organizational performance	Quantitative
49.	Muhammad Habib Rana, Muhammad Shaukat Malik, (2017)	Skill enhancing Motivation empowerment	Organizational performance	Quantitative
50.	Mohammad Alzyadat, Zakarya Alatyat, Jamal Alnsour,2015	Human Resource Management (HRM) practices	Organizational performance	Quantitative
51.	Mohammed Jibrin-Bida, Abdul Halim Abdul-Majid, Abdussalaam Iyanda Ismail. 2017.	Skill enhancing Motivation Empowerment	Employee performance	Quantitative

52.	Mohammad Rabiul BasherRubel , et al., 2018	Skill enhancing Motivation empowerment	Employee service behavior	Quantitative
53.	Osemeke, 2012	Human Resource Management Practices	Organizational performance	Quantitative
54.	Marinela Dropulić Ružić, 2015	HRM contributions	Financial performance	Quantitative
55.	Moazzma Mehmood et al., 2017	Skill enhancing Motivation Empowerment	Organizational performance	Quantitative
56.	Naftal Mutahi and J. R. Busienei, 2015	HRMP	Organizational performance	Quantitative
57.	Naser I. Saif, Khaled S. Sartawi (2013)	Human resource management practices	Employee performance	Quantitative
58.	Nongmaithem Robindro Singh, Biniam Kassa (2016)	Human Resource Management Practice	Organizational performance	Quantitative
59.	Paul Ogunyomi & Nealia S. Bruning (2015)	Skill enhancing motivation	Firm performance (financial and non-financial)	Quantitative
60.	Priyanko Guchait & Seonghee Cho, 2010	Human resource management practices	Intention to leave	Quantitative
61.	Rajib Lochan Dhar, 2015	High performance human resource practices (HPHRP)	Service innovative behavior	Quantitative
62.	Rashid Saeed, et al., 2013	Skill enhancing Motivation	Organizational performance	Quantitative
63.	Ramazan Yilmaz and Fatih Mehmet Bulut.2015	Human resource management	Organizational performance	Quantitative
64.	Ricardo Gouveia Rodrigues and Mário Raposo (2011)	Human resources information management (HRIM)	Firm performance	Quantitative
65.	Rosemond Boohene and Ernesticia Lartey Asuinura, 2011	(HRM) practices	Organizational performance	Quantitative
66.	Rukevwe Juliet Ogedegbe, 2014	HRM practices	organizational objectives	Quantitative

67.	S.A. Mufeed and Rafia Gulzar (2015)	(HRM) practices	Organizational performance	Quantitative
68.	S. Abdul Hameed and Dr. N. Shaik Mohamed, 2016	Skill enhancing Motivation Empowerment	Organizational Performance	Quantitative
69.	Sadaf Razzaq, Ubaid Aslam, Tanveer Bagh, Shamila Saddique, 2017	(HRM) practices	Employee performance	Quantitative
70.	Sangeeta Trehan and Karan Setia, 2014	HRM practices	Organizational performance	Quantitative
71.	Sait Gurbuz & Ibrahim S. Mert (2011)	strategic HRM	Organizational performance	Quantitative
72.	Saira Hassan.2016.	Human resource practices	Employee performance	Quantitative
73.	Sally Selden, PhD and Jessica E. Sowa, PhD. 2011.	Skill enhancing Motivation	Organizational performance	Quantitative
74.	Sarbapriya Ray and Ishita Aditya Ray, 2011	HR practice	Employee job satisfaction	Quantitative
75.	Stanton, P and Nankervis, A 2011	Strategic human resource management	Organizational performance	Quantitative
76.	Sumati Sidharth, Ruby Matthew and Ekanto Ghosh, 2016	Human resource management practices	Organizational performance	Quantitative
77.	Samuel Aryee, Fred O. Walumbwa, Emmanuel Y. M. Seidu, and Lilian E. Otaye. 2013.	High performance work systems (HPWS)	Individual level service quality	Quantitative
78.	Tamer K. Darwish, Satwinder Singh, Geoffrey Wood, 2016	HRM practices	Organizational performance (OP)	Quantitative
79.	Tanveer, Y., M.Z. Shaukat, S.A. Alvi, A. Munir, 2011.	Human resource practices	Employee performance	Quantitative
80.	Victor Y. Haines, III, Patrice Jalette, Karine Larose, 2010	Human resource practices	Voluntary turnover rates	Quantitative
81.	Yousif El- Ghalayini. 2017.	Skill enhancing Motivation	employee commitment, satisfaction, motivation and intention to quit)	Quantitative
82.	Yasemin Oraman, Gökhan Unakıtan, Ufuk Selen, 2011	Motivation Empowerment	Job satisfaction	Quantitative

83.	Y. Wang et al., 2018	Individual knowledge transfer	Team performance	Quantitative
84.	Steyn, R., Bezuidenhout, M.L., & Grobler, A. (2017)	Human resource practices	Organizational commitment	Quantitative
85.	Ugonna I. Aguta and Prof. Dr. Hasret Balcioglu, 2015	HRM practices	Organizational performance	Quantitative
86.	Vermeeren B, Steijn B, Tummers L, Lankhaar M, Poerstamper RJ, van Beek S., 2014	HRM	Organizational performance	Quantitative
87.	Yu-Ping Chen, Yu-Shan Hsu, Felix Wai-Kwong Yip (2011)	HR effectiveness	Firm performance	
88.	Zhong-Xing Su & Patrick M. Wright (2012)	Effective human resource management system	Firm performance	Quantitative
89.	Abdul Rahim Zumrah, 2014	Training	Service quality	Quantitative
90.	Amin, Khairuzzaman, Zaleha and Richard. 2014.	Skill enhancing Motivation	University performance	Quantitative
91.	Ananthalakshmi Mahadevan and Fadumo Ahmed Mohamed, 2014	Skill enhancing Motivation Empowerment	Employee performance	Quantitative
92.	Choi Sang Long, Tan Owee Kowang, Rajendran Muthuveloo, Teoh Ai Ping (2013)			Content analysis
93.	Chandrakantan Subramaniam Faridahwati Mohd Shamsudin Hadziroh Ibrahim, 2011	Skill enhancing Motivation Empowerment	Organizational performance	Quantitative
94.	Eric Ng Chee Hong, Lam Zheng Hao, Ramesh Kumar, Charles Ramendran, Vimala Kadiresan, 2012	Skill enhancing Motivation Empowerment	employee retention	Quantitative
95.	Hamzah Mohammad A. Al_Qudah, Dr. Abdullah Osman, HamzahEdris M. Al_Qudah, 2014	Human resource management practice	Employee performance	Quantitative
96.	Ibrahim, H. and Zulkafli, A. 2016.	Human resource management practice	Organizational performance	Quantitative
97.	Intan Osman Theresa C.F. Ho Maria Carmen Galang, (2011)	Skill enhancing Motivation	Organizational performance	Quantitative
98.	Jalal Hanaysha, 2016	Skill enhancing Motivation Empowerment	Organizational commitment	Quantitative

99.	Jamsari Atan, Santhi Raghavan and Nik Hasnaa.	Skill enhancing Motivation Empowerment Retention strategy	Employee performance	job	Case study
100.	Jason Garrett & Srinath Gopalakrishna, 2017	Individual ability	Team performance		Quantitative
101.	Kee Luan Wong, Peter S. H. T, Yin, K. N and Chee Y. F. 2013.	HRM	Organizational performance		Content analysis
102.	Leyla Farahbod and Soureh Arzi. 2014.	Skill enhancing Motivation Empowerment	Employee Satisfaction	Job	Quantitative
103.	Loo See Beh and Leap Han Loo. 2013.	Best human resource practices	Firm performance		Quantitative
104.	Ong Choon Hee and Koh Rui Jing (2018)	HRMP	Employee performance		Quantitative
105.	S.M. Kassim and M. Mokhber.2015.	Human resource management practices	Employee outcome		Content analysis
106.	Subramania, Faridahwati and hadziroh.2011.	Skill enhancing Motivation Empowerment	Organizational performance		Quantitative
107.	Tan, C, L and Nasurdin A, M. 2011.	Skill enhancing Motivation	Organizational innovation (product innovation, process innovation, and administrative innovation)		Quantitative
108.	Yusra Y. Lazim , 2016	Human resource management practices	Organizational performance		Quantitative
109.	Zurina Adnan, Hazman Shah Abdullah, Jasmine Ahmad, 2016	Human resource management practices	Firm performance		Quantitative