

THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE IN THE CADRE TRAINING AND CONFERENCE CENTER (HOTEL) IN XICHENG DISTRICT, BEIJING

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ABSTRACT

Purpose – The purpose of this study is to examine the impact of human resource management practices on employee performance at the Cadre Training and Conference Center (Hotel) in Xicheng District, Beijing. The unique challenges of HRM in the hospitality sector within a government-operated facility, which operates under different structural and operational constraints compared to private sector hotels.

Methodology – This study involves surveying 180 employees at the Cadre Training and Conference Center in Beijing, selected through stratified random sampling. A questionnaire was used to gather data on human resource management practices and employee performance, covering three main sections: respondent information, HRM practices, and performance metrics. Data analysis includes descriptive statistics for initial data review and inferential statistics using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test hypotheses, with a significance level set at 0.05.

Results – human resource management practices, particularly in the areas of recruitment and selection, reward system, career management and performance appraisal, have a statistically significant influence on employee performance at Cadre Training and Conference Center (Hotel) in Xicheng District, Beijing, with a predictive power of 83.3%.

Implications – The study suggests key implications for enhancing employee performance. Companies should improve performance appraisal systems to ensure fairness, transparency, and alignment with organizational goals. Recruitment processes should be thorough and transparent, attracting the right talent and supporting employee integration. A fair and well-communicated reward system is essential for maintaining motivation, and companies should offer additional benefits to meet employee needs. Lastly, clear career management strategies should be implemented to support employee growth, with regular monitoring to align career development with organizational goals.

Originality/Value – This study offers new insights into how specific HRM practices—recruitment, reward systems, career management, and performance appraisals—significantly impact employee performance in the hospitality sector. It provides practical recommendations for improving HR strategies, making it valuable for HR professionals and managers in similar settings.

Keywords: Human resource management practices, Employee performance, Hotel

Research Type: Research Article

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INTRODUCTION

Human Resource Development (HRD) plays a crucial role in enhancing employee performance and driving business success, particularly in the service industry where service quality and customer satisfaction are vital. Effective HRD strategies significantly influence operational efficiency and provide a competitive edge (Bratton et al. 2021). The Cadre Training and Conference Center, also known as the Xiyuyuan Conference and Resort Center, exemplifies a facility where the strategic implementation of HRD could substantially impact overall service quality and employee performance.

The Cadre Training and Conference Center, located in the serene northern area of Taoyukou Reservoir Natural Scenic Area, approximately 30 kilometers from the Asian Games Center, is a comprehensive facility built by the Xicheng District Government. With 124 rooms, including standard double rooms, triple rooms, and luxurious suites, the center provides a blend of natural beauty and modern amenities that are conducive to relaxation and productivity (Beijing Tourism Bureau, 2023). The center is equipped with high-end amenities such as air conditioning, programmable telephones, surveillance TV, and an efficient security system to ensure guests' comfort and safety.

In addition to accommodation, the training and conference center offers a wide range of services, including catering, entertainment, and fitness. The center's entertainment and fitness club, spanning 5,500 square meters, includes a swimming pool, sauna, tennis court, and bowling alley, which reflect its commitment to providing a comprehensive and unique guest experience. However, despite these luxurious facilities, the center faces challenges related to HRM practices, which impact its ability to maintain high service standards.

The strategic importance of Human Resource Management (HRM) practices in such environments is paramount. HRM encompasses various critical functions, including recruitment, training, performance evaluation, compensation management, and employee relations, all designed to enhance employees' capabilities and align them with organizational goals (Dessler, 2020; Armstrong, 2014). However, recent data indicates significant challenges in maintaining consistent employee performance at the center. Reports have shown high turnover rates and discrepancies in performance levels among employees, despite standardized compensation packages. For instance, between 2019 and 2023, the center experienced a turnover rate increase of 15%, and employee performance metrics, such as customer satisfaction scores, declined by 10% during the same period. These issues underscore the necessity of investigating how HRM practices can be optimized to improve employee retention and performance.

The decision to focus this study on the Cadre Training and Conference Center is driven by its unique position as a government-invested facility, which presents different challenges compared to privately-owned establishments like the nearby Beijing Jingzhihu Resort Hotel. Government-operated centers often face additional bureaucratic hurdles, differences in HRM practices, and distinct employee expectations. These factors make the Cadre Training and Conference Center an ideal case study for examining the impact of HRM practices in a public sector context.

In conclusion, this study seeks to fill the research gap by analyzing how HRM practices affect employee performance at the Cadre Training and Conference Center. The findings are expected to provide valuable insights for hotel management, offering a guideline for implementing HRM strategies that can enhance employee performance and overall service quality. Moreover, the research will contribute to the broader understanding of HRM in the service industry, especially in settings that merge natural tranquility with modern amenities (Wright & McMahan, 2011; Guest, 2011). The insights gained will not only benefit the Cadre Training and Conference Center but also have broader implications for HRM practices across the service industry.

LITERATURE REVIEW

Human Resource Management Practices

Human Resource Management (HRM) practices have evolved in response to changes in the business environment, such as advancements in information technology, economic conditions, and increased competition. HRM practices aim to create competitive advantages and support organizational success

by aligning efficient human resource management systems with the organization's objectives. Scholars have extensively defined HRM as the systematic management of human resources to enhance organizational performance, reduce turnover, and promote employee retention. Key HRM activities include human resource planning, recruitment, selection, training and development, compensation and benefits, safety and health management, and labor relations, all of which are essential for improving employee performance and ensuring organizational sustainability (Okolie & Udom, 2019; Boon et al., 2019; Giancaspro et al., 2021).

Empirical studies have shown a strong correlation between effective HRM systems and organizational success. For instance, Okolie and Udom (2019) demonstrated that HRM practices positively impacted employee productivity and engagement, leading to higher profitability and growth within organizations. Similarly, research by Boon et al. (2019) indicated that organizations implementing structured HRM practices, such as comprehensive training and competitive compensation, reported a significant improvement in employee commitment and retention rates. These findings underscore the effectiveness of HRM systems in fostering a productive workforce aligned with organizational goals. Additionally, Giancaspro et al. (2021) identified that strategic HRM practices, including talent management and performance evaluations, contribute to long-term organizational sustainability by creating a culture of continuous improvement and employee empowerment.

Theoretical concepts related to HRM practices further emphasize the importance of critical processes for managing human capital. This includes human resource planning to meet organizational needs, recruiting and selecting suitable candidates, and continuously developing employees through training and career planning. A well-designed reward system, which includes both financial and non-financial incentives, plays a vital role in motivating employees and fostering commitment. Additionally, performance appraisals provide feedback to employees and support career advancement, helping align individual goals with organizational objectives. Through these HRM practices, organizations can attract, retain, and develop talented personnel, thereby enhancing organizational performance and ensuring long-term sustainability (Saifalislam et al., 2014; Panjaitan et al., 2023; Lionel et al., 2023).

Employee Performance

Employee performance, or work efficiency, is often synonymous with job performance. Scholars define employee work efficiency as the ability to deliver work that meets organizational objectives with quality, speed, accuracy, and cost-effectiveness. Efficient employees complete tasks according to set standards, producing maximum benefit with minimum resources. Key elements of work efficiency include the individual's willingness, discipline, responsibility, and loyalty to the organization. For example, Koljaana and Rahadi (2022) emphasized that work efficiency involves producing quality results in a timely and economical manner. Other scholars, such as Rivaldo and Nabella (2023), note that work efficiency is the ability to use knowledge and skills to meet organizational goals, while Bushiri (2014) highlights minimal time and energy waste as hallmarks of efficient performance. In summary, employee work efficiency refers to achieving objectives quickly through effective operations, resource optimization, and adherence to standards (Zhenjing et al., 2022; Koljaana & Rahadi, 2022; Rivaldo & Nabella, 2023; Bushiri, 2014).

Several factors influence work efficiency, including organizational structure, the use of modern technology, employee motivation, and job satisfaction. Nguyen et al. (2020) identified eight key factors that drive work efficiency, such as the use of performance indicators, empowerment of frontline staff, and flatter organizational structures. Additionally, Mamun and Khan (2020) emphasize the importance of motivation and job satisfaction in achieving high performance, stating that satisfied employees are more likely to be efficient. Cera and Kusaku (2020) add that a well-defined strategy, an appropriate organizational structure, and strong leadership also contribute to increased work efficiency. Furthermore, personal characteristics like knowledge, skills, and psychological traits play a role in determining individual performance (Triansyah et al., 2023). In conclusion, work efficiency is influenced by both organizational and individual factors, and improving these elements can lead to better employee performance and organizational success (Nguyen et al., 2020; Mamun & Khan, 2020; Cera & Kusaku, 2020; Triansyah et al., 2023).

Conceptual Framework and Hypothesis Development

Human Resource Management (HRM) practices significantly impact employee performance and work efficiency. HRM involves managing human resources through policies and practices such as recruitment, training, reward systems, career management, and performance appraisals. These practices influence employees' motivation, behavior, and overall performance. Effective HRM fosters higher employee satisfaction, enhances work efficiency, and leads to better organizational outcomes. For example, recruitment directly influences employee performance by selecting qualified personnel with the right skills and attitudes, which in turn increases work efficiency and strengthens organizational culture (Kaufman, 2015; Saifalislam et al., 2014; Alsafad & Altahat, 2021).

Each HRM practice plays a crucial role in shaping employee performance. Recruitment, when well-executed, reduces turnover and promotes employee satisfaction, leading to improved performance. Training enhances employees' knowledge and skills, fostering job satisfaction, motivation, and work efficiency. The reward system motivates employees through recognition and fair compensation, contributing to higher dedication and productivity. Career management, in particular, has a long-term impact on employee retention by offering structured pathways for growth and development, which increases loyalty and reduces turnover. By investing in career development programs, organizations ensure that employees perceive clear career progression opportunities, thereby fostering commitment and retention. Lastly, performance appraisals identify areas for skill development and offer feedback, which boosts motivation, job satisfaction, and work efficiency.

These practices collectively ensure that organizations maintain a high level of performance and competitiveness. In the long run, well-designed career management and development programs contribute not only to individual employee growth but also to the organization's stability by cultivating a workforce that is both committed and highly skilled (Oyadiran et al., 2023; Mamaqi, 2023; Reddy, 2024; Bagdadli & Gianecchini, 2019; Dangol, 2020).

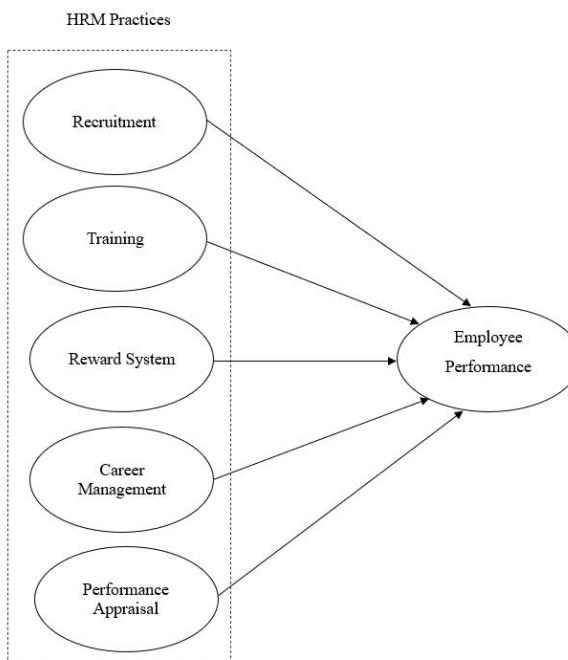


Figure 1. Conceptual Framework

Source: Author

Research Hypothesis

- H1: Recruitment and selection influence employee performance.
- H2: Training influence employee performance.
- H3: Reward system influence employee performance.
- H4: Career management influence employee performance.
- H5: Performance appraisal influence employee performance.

METHODOLOGY

The population for this study consists of all 209 employees working at the Cadre Training and Conference Center (hotel) in Beijing's Xicheng District. To determine the appropriate sample size, this study utilizes the Partial Least Square (PLS) criteria, which is particularly suited for structural equation modeling when the goal is to explore complex relationships among variables. According to PLS guidelines, an appropriate sample size typically ranges from 100 to 200 participants, depending on the complexity of the model and the number of indicators being analyzed (Hair et al., 2017). Given this range and to ensure robust statistical power, the researchers have chosen to include the entire 180 employees as the sample. This approach not only meets the PLS criteria but also allows for a comprehensive analysis that is representative of the entire workforce at the Cadre Training and Conference Center. The stratified random sampling method was used to select the sample, grouping participants by department to ensure a representative distribution across different functional areas.

The research instrument used is a questionnaire developed from the study of concepts and theories related to the research objectives. The questionnaire was designed to collect data on human resource management practices and employee performance, divided into 3 parts as follows: (1) Questionnaire on general information of the respondents, (2) Questionnaire on human resource management practices, divided into 5 aspects: recruitment and selection, training, reward system, career management, and performance appraisal, and (3) Questionnaire on employee performance, divided into 3 aspects: quality, quantity, and time. The researcher presented the developed questionnaire to the advisor for accuracy verification, content correctness review, and consideration of additional recommendations to appropriately improve the questionnaire. After verification, the researcher added content validity testing by calculating the Index of Item-Objective Congruence (IOC) from 3 experts. Subsequently, the questionnaire was piloted with a sample size of 30, the same as the actual sample, to test reliability using Cronbach's alpha coefficient, which should be greater than 0.70 or 70% to be considered reliable. When testing reliability with a sample of 30 using statistical software, the questionnaire reliability analysis results can be checked as shown in Table 1.

In this research, data analysis and hypothesis testing were conducted using computer software. The analysis process is divided into descriptive statistics and inferential statistics as follows: (1) Descriptive Statistics: This step involves checking the preliminary data from the sample. The information such as frequency, percentage, mean, and standard deviation. And (2) Inferential Statistics: Used to test the research hypotheses, with a statistical significance level set at 0.05. In this study, Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to test the hypotheses. PLS-SEM is a statistical analysis technique that helps examine the complex relationships between the measurement model and the structural model.

Table 1. Results of the questionnaire reliability.

Variable	Number of Questions	Cronbach's Alpha
Human resource management practices		
- Recruitment	4	.713
- Training	4	.822
- Reward system	4	.814
- Career management	4	.843
- Performance appraisal	4	.865
Employee performance		
- Quality	4	.837
- Quantity	4	.880
- Time	4	.875

RESULTS

General Information Analysis of Respondents

the majority of respondents were female (100 people, 55.56%). Most were aged between 31 and 40 years (95 people, 52.78%). The majority were married or living together (103 people, 57.22%). Most respondents held a bachelor's degree (121 people, 67.22%). A significant portion

had an average monthly income between 6,001 and 8,000 CNY (77 people, 42.78%), and 66 people (36.67%) had 2-5 years of work experience.

The Mean and Standard Deviation

Table 2. The mean and standard deviation.

Factors	\bar{X}	SD	Level of opinion
Human Resource Management Practices	3.99	0.65	High
- Recruitment and Selection	3.94	0.73	High
- Training	4.09	0.70	High
- Reward System	4.04	0.70	High
- Career Management	3.94	0.79	High
- Performance Appraisal	3.95	0.80	High
Employee Performance	3.95	0.75	High
- Quality	3.96	0.79	High
- Quantity	3.93	0.84	High
- Time	3.96	0.79	High

The Hypothesis Testing

Table 3. Shows the test results for structural integrity and component weight.

Factors	Loading	AVE	Dijkstra-Henseler's rho (ρA)	Jöreskog's rho (ρc)	Cronbach's alpha (α)
Recruitment and Selection		.559	.775	.832	.732
- X11	.557				
- X12	.824				
- X13	.839				
- X14	.735				
Training		.652	.823	.882	.822
- X21	.815				
- X22	.813				
- X23	.792				
- X24	.810				
Reward System		.646	.819	.880	.818
- X31	.808				
- X32	.828				
- X33	.780				
- X34	.799				
Career Management		.680	.844	.895	.843
- X41	.824				
- X42	.843				
- X43	.836				
- X44	.795				
Performance Appraisal		.713	.867	.909	.866
- X51	.842				
- X52	.850				
- X53	.854				
- X54	.833				
Employee Performance		.869	.925	.952	.925
- Quality (Y1)	.935				
- Quantity (Y2)	.928				
- Time (Y3)	.935				

From Table 3, it was found that all observed variables in the model have factor loading values greater than 0.5, ranging from 0.557 to 0.935, indicating their reliability in measurement. Dijkstra-Henseler's rho (ρ_A) values range from 0.775 to 0.925, Jöreskog's rho (ρ_C) ranges from 0.832 to 0.952, and Cronbach's alpha (α) falls within the range of 0.732 to 0.925. Importantly, all these values exceed the 0.7 threshold for reliability. Furthermore, the latent variables demonstrate discriminant validity with AVE values above 0.5, ranging from 0.559 to 0.869. This is in accordance with the established preliminary agreement (Henseler et al., 2016).

Table 4 Shows a comparison of discriminant validity according to the Fornell-Larcker criterion.

	1	2	3	4	5	6	
Recruitment and Selection ¹	.748						
Training ²		.500	.807				
Reward System ³		.497	.483	.804			
Career Management ⁴		.360	.495	.548	.825		
Performance Appraisal ⁵		.513	.502	.585	.660	.844	
Employee Performance ⁶		.585	.468	.624	.619	.772	.932

* Note: The values on the diagonal are \sqrt{AVE} .

From Table 4, it was found that the model has discriminant validity, as indicated by the square root of the Average Variance Extracted (AVE) being higher than the correlations (r) of each latent variable. This is consistent with the criteria established by Henseler et al. (2016), which state that each latent variable should not be more strongly correlated with another latent variable than the square root of its AVE.

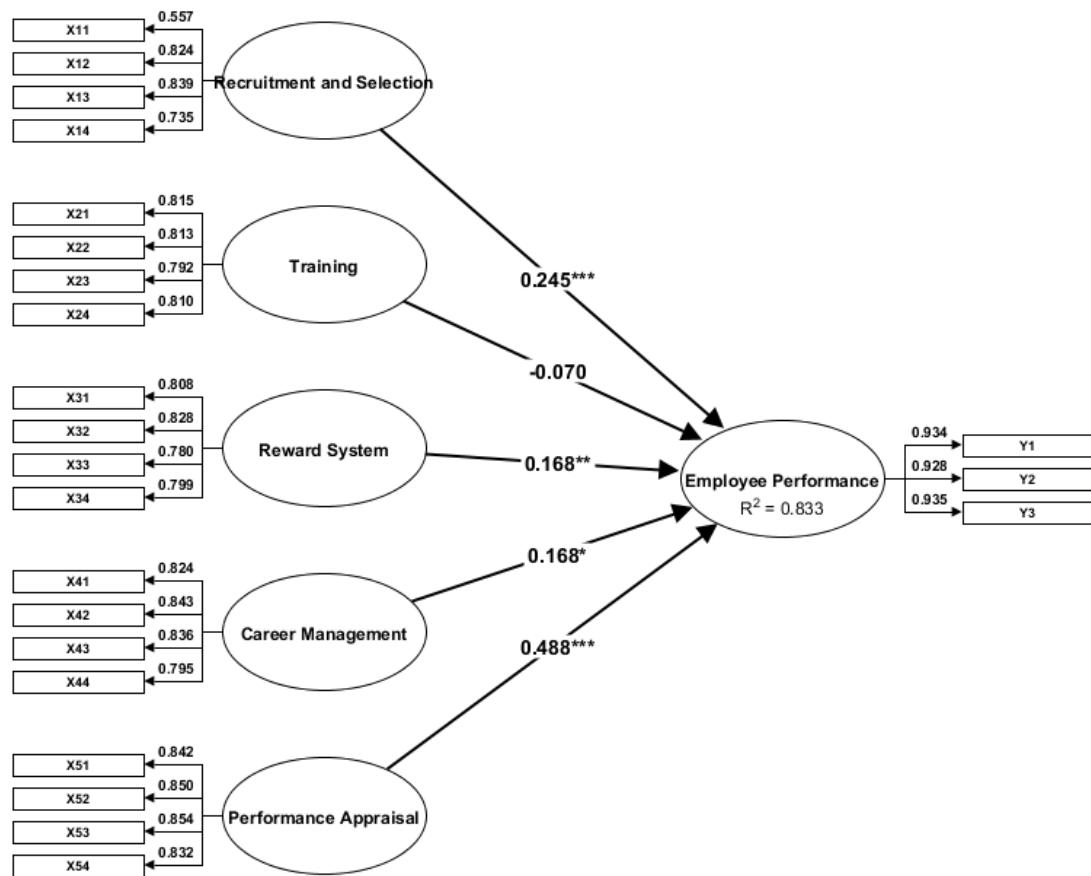


Figure 2. Shows the results of hypothesis testing.

Table 5. Shows the effects of human resource management practices on employee performance.

Human Resource Management Practices	Employee Performance			
	Beta	t-test	p-value	Cohen's F²
- Recruitment and Selection	.245	3.669	.000***	0.135
- Training	-.070	-1.284	.100	0.011
- Reward System	.168	2.814	.003**	0.054
- Career Management	.168	2.341	.011*	0.048
- Performance Appraisal	.488	5.421	.000***	0.346

*** Statistical significance at .001 level

** Statistical significance at .01 level

* Statistical significance at .05 level

From Table 5, it was found that human resource management practices had a statistically significant influence on employee performance at the Cadre Training and Conference Center (Hotel) in Xicheng District, Beijing, with a predictive power of 83.3% ($R^2 = 0.833$). The influences are arranged in the following order:

1. Performance Appraisal has a significant influence on employee performance at the Cadre Training and Conference Center (Hotel) in Xicheng District, Beijing, at the .000 level, with an influence level of .488 ($\beta = .488$) and a Cohen's F^2 value of .346.

2. Recruitment and Selection had a statistically significant influence on employee performance at the Cadre Training and Conference Center (Hotel) in Xicheng District, Beijing, at the .000 level, with an influence level of .245 ($\beta = .245$) and a Cohen's F^2 value of .135.

3. Reward System has a statistically significant influence on employee performance at the Cadre Training and Conference Center (Hotel) in Xicheng District, Beijing, at the .003 level, with an influence level of .168 ($\beta = .168$) and a Cohen's F^2 value of 0.054.

4. Career Management has a statistically significant influence on employee performance at the Cadre Training and Conference Center (Hotel) in Xicheng District, Beijing, at the .011 level, with an influence level of .168 ($\beta = .168$) and a Cohen's F^2 value of 0.048.

DISCUSSION AND IMPLICATIONS

The findings of this study underscore the significant impact of human resource management (HRM) practices on employee performance at the Cadre Training and Conference Center in Beijing. Among the various HRM practices analyzed, performance appraisal emerged as the most influential factor. A well-structured and transparent appraisal system not only clarifies job expectations but also motivates employees to enhance their skills and capabilities. The study highlights that employees perceive appraisals as fair when the process is clear and unbiased, which in turn boosts morale and overall performance. This finding aligns with previous research by Setiawati and Ariani (2019), who emphasized that performance appraisals are crucial for employee development and organizational commitment. Additionally, clear and constructive feedback from supervisors was found to be a key factor in enabling employees to identify their strengths and areas for improvement, contributing to their professional growth. However, some employees reported receiving insufficient feedback, suggesting that the organization should focus on providing more detailed and regular performance reviews to maximize the positive impact of appraisals on employee performance.

Recruitment and selection was identified as the second most important HRM practice affecting employee performance. A systematic and transparent recruitment process helps attract candidates whose qualifications closely align with the organization's needs, thereby ensuring that new hires can perform effectively from the outset. The study found that employees at the Cadre Training and Conference Center appreciated the thoroughness of the recruitment process, which they viewed as transparent and fair. This finding is consistent with Hamza et al. (2021), who noted that effective recruitment practices reduce turnover and enhance long-term job performance. However, despite the positive feedback, some respondents suggested that

improvements could be made to make the process more flexible and efficient. This indicates that while the recruitment system is generally effective, there may be a need for further optimization to ensure it remains competitive and continues to attract top talent.

The reward system also plays an important role in influencing employee performance, though it ranked slightly lower in impact compared to performance appraisal and recruitment. A fair and transparent reward system is essential for motivating employees and recognizing their efforts. The study found that employees at the Cadre Training and Conference Center generally viewed the reward system as fair and well-communicated, which helped reinforce their trust in the organization's processes. However, non-monetary benefits, such as health insurance and investment opportunities, were perceived as lacking by some employees, highlighting an area where the organization could improve. According to Chen (2023), rewards that are more directly tied to employee performance, such as salary adjustments or bonuses, tend to be more effective in encouraging employees to work harder and develop their skills. Therefore, the organization may benefit from refining its reward system to offer more performance-based incentives and expanding the range of benefits to better meet employee needs.

Lastly, career management was found to have the least impact on employee performance, although it remains a critical factor for long-term employee satisfaction and development. While some employees acknowledged that the organization provides opportunities for career growth, such as promotions and skills development, others felt that there was insufficient guidance and support from line managers and the HR department. This finding is consistent with research by Bagdadli and Gianecchini (2019), who highlighted the importance of career management in fostering employee commitment and improving performance. The lack of adequate career development support suggests that the Cadre Training and Conference Center could enhance its career management strategies by providing more structured guidance and clearer pathways for career progression. Employees who feel that they have a future within the organization and opportunities for advancement are more likely to remain committed and perform at a higher level. Regular monitoring and evaluation of career development initiatives would help ensure that these strategies align with both organizational goals and employee aspirations, leading to improved job satisfaction and performance over time.

In conclusion, the study highlights the critical role that HRM practices play in shaping employee performance at the Cadre Training and Conference Center. Performance appraisal, recruitment and selection, the reward system, and career management each contribute to employee effectiveness, with performance appraisal being the most impactful. Organizations can improve employee performance by refining these HRM practices, particularly by enhancing transparency, providing clear feedback, offering competitive rewards, and supporting career development. These improvements would not only enhance employee satisfaction but also strengthen the organization's overall productivity and success. To implement these findings effectively, HR managers should enhance performance appraisal systems by ensuring transparency and providing constructive feedback, while also training supervisors on effective feedback methods. Additionally, refining recruitment processes with clear criteria aligned with organizational goals can improve the quality of hires and reduce turnover. HR managers should also optimize reward systems by introducing both monetary and non-monetary rewards that are competitive and regularly reviewing compensation packages to retain talent. Strengthening career development programs through structured career paths and skill development opportunities can further boost long-term employee commitment and engagement. These actionable strategies will assist HR managers in translating the study's insights into practical steps, fostering a motivated and high-performing workforce that supports organizational success.

LIMITATIONS AND FUTURE RESEARCH POSSIBILITIES

This study, while providing valuable insights into the impact of human resource management practices on employee performance, has certain limitations. One of the primary limitations is its focus on a single organization, the Cadre Training and Conference Center in Beijing. This limited scope may affect the generalizability of the findings to other industries or regions, particularly those with different organizational structures or cultures. Additionally, the study primarily relies

on self-reported data from employees, which may introduce bias or inaccuracies in the responses. The cross-sectional nature of the study also limits the ability to observe changes in employee performance over time or in response to evolving HR practices.

Organizational structure, the integration of modern technology, employee motivation, and job satisfaction are critical factors in enhancing employee performance. These components serve as a foundation to foster an environment conducive to high performance. The effective use of technology, especially digital tools and AI-driven platforms, is increasingly essential in contemporary workplaces, providing employees with resources that streamline processes, improve communication, and facilitate more efficient task completion.

For future research, several promising areas have been identified. First, further investigation into the development of new skills and continuous training in different areas could provide insights into how ongoing employee development influences performance and readiness to face professional challenges. Second, exploring the relationship between organizational culture and employee performance, particularly in cultures that promote creativity, teamwork, and adaptability, would offer a deeper understanding of how workplace environments can enhance performance. Lastly, a critical area for expansion involves examining the impact of modern technologies, especially digital and AI-based solutions, on employee performance in digitalized work environments. This exploration could help organizations understand how advanced technology influences productivity, efficiency, and job satisfaction. Additionally, studying the impact of various leadership styles, such as autocratic, open, and creative leadership, on employee performance in different contexts would help identify which leadership approaches are most effective in motivating employees and driving organizational success. These areas of research would not only complement the findings of this study but also offer broader insights into how HRM practices can be further optimized for diverse organizational settings.

CONCLUSION

This study provides key insights into the impact of human resource management (HRM) practices on employee performance at the Cadre Training and Conference Center in Beijing. The findings reveal that performance appraisal, recruitment and selection, reward systems, and career management are crucial for enhancing employee performance. Performance appraisal was identified as the most influential factor, emphasizing the importance of transparent evaluation processes that support employee development through clear feedback. Recruitment and selection also play a significant role in aligning talent with organizational goals, thereby reducing turnover. The study highlights the importance of a fair and transparent reward system to motivate employees, suggesting that integrating non-monetary incentives could further enhance satisfaction and retention. Career management, while less impactful in this context, is essential for long-term engagement and development. Organizations are encouraged to provide structured career paths to reinforce employee commitment and performance over time. For HR professionals, this study underscores the need to continuously refine HRM practices, focusing on fair appraisals, strategic recruitment, transparent rewards, and effective career development frameworks. These elements not only improve employee outcomes but also contribute to greater organizational productivity and success.

CONFLICTS OF INTEREST

The author declares that there are no conflicts of interest found in this research.

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