



Analyzing the impact of human resource management practices on employee performance: A study of public sector organizations in Port of Spain

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Abstract

The study investigates the impact of human resource practices on employee performance of public sector organizations in Port of Spain. The study adopted the explanatory design to uncover the underlying causes and relationships between the study's different variables. The convenient sampling method was employed to collect data from 220 of employees of public sector organizations in Port of Spain. Findings of the study showed a significant impact of all the study's independent variables (incentives, training and job security) and the dependent variable (employee performance). The study discussed the implications for HR managers and directions for future studies.

Keywords: HRM practices, employee performance, public sector organization, Port of Spain

Introduction

The attainment of organizational goals is predicated on the extent of organizational resources and their effective utilization. One such indispensable organizational resource towards achieving organizational objectives and goals is the human resource. This is because human resource is regarded as the "Achilles heels" of organizations amongst the other resources that help in achieving organizational goals (Bratton *et al.*, 2021) ^[9]. In an attempt to realize the importance and contribution of the human resource base on organizational performance, various mechanisms, policies, and practices are implemented in areas of recruitment and selection, training and development, reward and compensation management and human resource planning (Wilson, 2022). Such policies are regarded as the cornerstone to the effective and efficient performance of employees in organizations. Pattanayak (2020) ^[24] indicated that good human resource management practices and policies provide the congenial atmosphere for enhancing employee productivity which relatively translates into the attainment of organizational goals. Studies have shown that, when organizations implement good human resource management policies, they are better positioned to retain their talented employees whilst attracting the best employees from the pool of labour in the society (Armstrong & Taylor 2023) ^[7]. The concept of human resource management (HRM) refers to the set of policies, programs and practices designed to ensure the welfare of employees whilst attaining maximum performance and productivity towards the realization of organizational goals (Mahapatro, 2021) ^[18]. Inferring from this, HRM policies entail specific sets of practices and programs that are designed to attract, develop, motivate and retain employees to ensure effective functioning and survival of the organization. This is particularly the case, as organizations cannot thrive without human resources with its associated policies to aid in the development and achievement of organizational goal. Evidence has shown that human resource management practices improve quality of work as well as impact the performance of the employee (Alqudah *et al.*, 2022) ^[5]. Also, Nyathi & Kekwaletswe (2023) ^[22] suggest that human resource practices at the organizational

settings have a positive relationship with employee performance through motivation and compensation, training and development, employee welfare schemes, and staffing which also impact the rate of employee turnover and absenteeism

For the purpose of attaining efficiency, effectiveness and competitive advantage, organizations implement reforms in relation to human resources. In the Trinidad and Tobago public sector, the firms' performance has always been a subject of discussion in the public space (Balwant *et al.*, 2020) ^[8]. The seeming low performance in the public sector is often argued on the types and effectiveness of human resource management practices adopted by the sector. Studies have shown that having HRM practices in place, would positively improve employees' and the firm's performance; such as, revenue returns, benefit, competitiveness and market share (Agustian *et al.*, 2023) ^[13]. The question then is: How have human resources practice led to organizational performance in public sector of Port of Spain?

Findings of the study should expose HR managers of public sector organizations in Port of Spain to have a thorough understanding of employees and organizational performance by providing sound human resource management practices. HRM practices are a prominent element in meeting the expectations of employees and fostering high levels of organizational performance

In the public sector, employee's organizational performance matters greatly. The outcome of the study should enable management appreciate the need to assist their HR departments in developing effective HRM practices to enhance employee and organizational performance.

Objectives of the study

1. To analyze the relationship between incentives and employee performance of public sector organizations in Port of Spain;
2. To evaluate the relationship between training and employee performance of public sector organizations in Port of Spain and;

3. To examine the relationship between job security and employee performance of public sector organizations in Port of Spain.

Literature review

Theoretical underpinning

The goal-setting theory, introduced in the late 1960s by Edwin Locke, proposed that intentions to work toward a goal are a major source of work motivation. Goals, in essence, tell employees what needs to be done and how much effort should be expended. In general, the more difficult the goal, the higher the level of performance expected. The well-researched theory of goal-setting was chosen by the researcher because it makes a connection between goalsetting and task performance. If a leader wishes to boost staff motivation, performance, and engagement, it is crucial to comprehend this concept. Understanding how the goal-setting process affects work engagement and organizational performance is the major objective of goal-setting theory. It has been stated that this study will establish a relationship between organizational performance and human resource management practices, which are organizational activities focused on managing human resources and making sure they are used to further organizational objectives.

Conceptual review

The concept of human resource

The word human resource describes the personnel who are responsible for driving an organization which is the main labour force of a company or an organization (Boselie *et al.*, 2021). This includes all the responsibilities relating to the management of the individuals which forms a strategic and management pillar of an organization. The roots of human rights and welfare arose when the basic principles of management were redefined and were thoroughly studied to identify the major concerns of an organizational success (Choo *et al.*, 2023). This management of humans which relates their rights and welfare was initially named as 'personnel function' which was later pronounced as "Human Resources". This function became the usual approach of all the organizations in their strategic and qualitative planning (Choo *et al.*, 2023).

Organizational performance

As a definitive and dependent construct across various disciplines, organizational performance implies the degree to which organizations successfully attain their goals (Dessler, 2020) ^[11]. The measurement methods that are employed to assess organizational performance in multiple examinations differed substantially (Mogea, 2023) ^[19]. So, organizational performance is a multi-dimensional concept and complex. In study research, the organizational performance is defined as the outcomes of different educational interconnected processes that occur during its daily operations (Mahapatro, 2023). HRM practices influence the behaviors of employees toward achieving organizational objectives. Thus, HRM practices can enhance organizational performance (Udokwu *et al.*, 2023) ^[29]

HR practices

HR practices are internal guidelines organizations establish to streamline employee-related procedure and add substantial value to the overall business and its goals. In this study, HR practices such as incentives, employee training and job security are delineated.

Incentives and employee performance

Literature on incentives is well documented. Incentives represent crucial drivers that influence employee behaviour. When viewed through the lens of fostering successful strategy implementation, an effective incentive or reward program. These accomplishments can revolve around bolstering organizational proficiency, encompassing aspects such as flawless manufacturing, punctual delivery, expedited cycle times, elevated customer satisfaction, reduced costs, and other related dimensions. Westerman *et al.* (2020) ^[31] categorized incentives into two: monetary incentive, such as salary or wages, bonus, pay raise, profit sharing, allowances, retirement benefits and non-monetary incentives which are presented for exceptional job performance or attainment of special goals that add value to the company such as achievement of sales goals, completing professional training, certifications and conducting successful research programs. Many organizations have benefitted from the use of incentives such as bonuses and rewards, with the latter proving to be a much more effective force in the workplace (Xiao *et al.*, 2020) ^[33]. Incentives present a number of advantages which significantly impact employee motivation and overall organizational performance. Every employee aspires to be acknowledged and rewarded for their exceptional performance. Employing incentives elevates their productivity levels and provides an effortless mechanism to offer extra compensation. This, in turn, enhances employee morale, encouraging them to maintain high levels of dedication and effort (Hanif *et al.*, 2023) ^[14]

Employee training and performance

As noted by Nguyen (2020) ^[21], training is a series of processes that include actions (efforts) carried out deliberately in the form of providing assistance to the workforce carried out by professional coaching personnel in a unit of time which aims to improve the work ability of participants in certain fields of work in order to increase effectiveness and productivity in an organization. Prior studies have found that training has a positive effect on employee performance as well as on organizational performance (Yani & Prasajo, 2024) ^[34]. In the study of Collins & McNulty (2020) it was concluded that off-the-job training imparts improved efficiency, while on-the-job training does not improve on-the performance. Also, the result of Persada & Nabela (2020) confirmed that training impacts positively and significantly effect on employee performance. Similarly, Syahrudin *et al.* (2020) ^[28] showed that training significantly and positively influenced employee performance. In the views of Mogea (2023) ^[19], successful training not only increases the effectiveness of the skills and knowledge of employees but also helps to increase employee satisfaction, which is an important for reaching organizational objectives.

Job security and employee performance

Job security refers to an employee's expectations about the stability and longevity of his or her job in an organization (Hur, 2022) ^[15]. Farber (2022) ^[12] refers to it "as security associated with a decline in average tenure and an increase in employment exit rates. Employee job security is regarded a vital element in the organization in that organizations need employees to attain organizational goals likewise employees require job security in their jobs to influence their

performance. A plethora of studies have shown a positive relationship between job security and employee performance (Muñoz Medina *et al.*, 2023; Wang *et al.*, 2021) [30, 20]. According to Muñoz Medina *et al.* (2023) [20], employee job security has significant role to improve workplace performance as well as production of quality outputs. Darvishmotevali & Ali (2020) [10] argue that job security boosts employee well-being, which in turn influences long-term employee performance and organizational productivity. In his study, Lowe (2020) [17]

found that job security positively impacts employees' mental and physical health. According to Lowe (2020) [17], these conditions affect job security, which subsequently influences overall well-being and performance.

Conceptual Framework

Figure 1 demonstrates the author's construct linking HR practices such as incentives, training and job security to employee and organizational performance

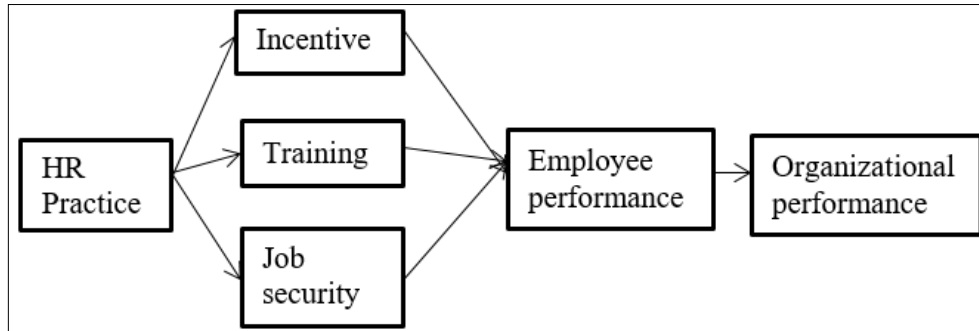


Fig 1: Conceptual Framework

Author's Construct, 2024

Methodology

Research design

Ishtiaq (2019) posits that a study design refers to a certain methodology, procedure, or approach employed by a researcher for the purpose of gathering and analysing data. According to Saunders *et al.* (2003), the field of literature has identified three distinct forms of research design, namely explanatory, exploratory, and descriptive research. The study adopted the explanatory design. Explanatory aims to uncover the underlying causes and relationships between different variables and to test hypothesis (Saunders *et al.*, 2003). Since the study intends to test hypothesis, it is considered appropriate

Study population

Study population entails the general population from which a section is sampled and generalization of the study made (Field, 2009). The target population for the study consisted of employees of public sector organizations in Port of Spain

Sampling technique and sampling size

Sampling technique

The overall goal of sampling is to help the researcher to examine small proportion or parts of a larger population in which the researcher will be able to analyze the smaller proportion curved from the larger population and determine as well as make generalization or conclusion about the bigger unit (Saunders & Thornhill, 2012). For the purpose of this study, a convenient sampling method was employed in the selection of respondents. The technique was adopted due to respondent's readiness and willingness to participate in the research (Saunders & Thornhill, 2012).

Sample size

A sample is proportion of the population that is a representative of the entire population (Wimmer & Dominick, 2006). Since it is impossible to administer questionnaire to the entire employees of public sector

organizations in Port of Spain, a sample size of 380 is selected. Creswell (2003) shared that a sample size of more than a hundred (100) is sufficient to provide a fair representation of the study population hence, the study's sample size which more than 100 is considered appropriate. Table 1 presents the distribution of population and sample size.

Table1: Distribution of Population and sample size

Organization	Estimated population	Sample size
A	85	30
B	105	50
C	109	70
D	80	15
E	45	55
Total	424	220

Source: Researcher's field work, 2024

Data source

The study employed both primary and secondary data for its analysis and discussions. Primary data was collected and analyzed by means of questionnaire. Primary data was sourced from employees of public sector organizations in Port of Spain. Secondary materials were employed through a review of related literature from articles, journals, newspapers among others.

Method for data analysis

Has been used in the study. Descriptive statistics has been described as a data analysis tool used to present a graphical and numerical summary of data for the ease of classification and interpretation as to where the centre of the data is and how the rest vary from the centre (Jaggi, 2003). Descriptive statistics postulate the common characteristics of the data of a study showing simple summaries of the data (Trochim, 2006). For this study, Statistical Package for Social Science (SPSS) version 20.0 was used for the analysis.

Reliability and validity of data

Validity is defined as the extent to which the research truly measures what it is intended to measure and how truthful the research is known (Joppe, 2000). To ascertain the validity of the study, the questionnaire was pre-tested using 10 professionals in the field of HR. Suggestions and comments helped in fine-tuning the study’s instruments to ensure validity. Also, to ascertain the internal consistency, the Cronbach’s alpha coefficient analysis was used.

Results and discussions

Demographic characteristics of respondents

With regards to sexual composition of respondents in the study, data gathered shows that, of the 220 respondents, female respondents were the fairly majority 115(52.3%) as against male respondents 105(47.7%). An examination of the sex composition of respondents clearly shows that, the female employees fairly dominate the public sector organizations in in Port of Spain

Regarding the ages of respondents, 45(20.5%) of the respondents were between the years of 25-31, 55(25.0%) of the respondents were between the years of 32-38, 70(31.8%) of the respondents were between the years of 39-45, 35(15.9%) of the respondents were between the years of 46-52 whilst 15(6.8%) of the respondents were between the years of 53-59

In relation to educational status of respondents, 25(11.4%) of the respondents hold bachelor degree, 40(18.2%) of the respondents hold professional certificate, 35(15.9%) of the respondents hold master’s degree, 120(54.5%) of the respondents hold other certificates. It is worthy to note that participants held varied educational qualifications and, therefore were in a better position to understand the questions and provide appropriate answers to them.

With regard to the years of service, 45(20.5%) of the respondents have 1-5 years’ experience, 70(31.8%) of the respondents have 6-10 years’ experience, 75(34.1%) of the respondents have 11-14 years’ experience, 18(8.2%) of the respondents have 15-19 years’ experience, 12(5.4%) of the respondents have 20 and above years’ experience. Data on the years of service of respondents of public sector organizations in Port of Spain shows that, largely, respondents have accumulated years of experience in the study organization and thus were posited to participate in the study

Reliability statistics

The reliability of a measure shows the degree to which the measure is without bias (error free) and hence offers consistent measurement across time and across different items in the instrument (Sekaran, 2000) [27]. According to Sekaran (2000) [27], a measure with reliability less than 0.6 is considered poor, it should be at least 0.70 or above. In this study, the Cronbach’s Alpha (α) test carried out on the responses received recorded a higher internal consistency (0.890) which is higher and above 0.70 and therefore considered valid. This is evident in Table 2

Table 2: Reliability of variables

Cronbach’s Alpha	Number of Items
0.890	5

Source: Researcher’s Field Work, 2024

Pearson correlations

The correlation analysis shows the relationship between the independent variable (incentive) and the dependent variable (employee employment). The correlation between the two variables shows $r=0.785$ and $p=0.0001$. The strength of the relationship can be said to be positive in that a unit increase in incentives will result in 78.5% increase in employee performance. Table 3 presents the findings

Table 3: Pearson Correlation between incentives and employee performance

	EP	SM
Pearson Correlation	1	.785**
Employee performance Sig. (2 tailed)		.0000
N	220	220
Pearson Correlation	.785**	1
Incentives Sig. (2 tailed)	.0000	
N	220	220

Source: Researcher’s Field Work, 2024

** Correlation is significant at the 0.01 level (2-tailed)

*** EP and I denotes Employee performance and Incentives respectively

The study’s correlation analysis obtained also revealed a positive correlation between training and (independent variable) and employee performance (dependent variable). The relationship demonstrates positive such that ($r= .688$, $p=0.0001$). The results are presented in table 4.

Table 4: Pearson Correlation between incentives and employee performance

	EP	ET
Pearson Correlation	1	.688**
Employee performance Sig. (2 tailed)		.0000
N	220	220
Pearson Correlation	.688**	1
Employee training Sig. (2 tailed)	.0000	
N	220	220

Source: Researcher’s Field Work, 2024

** Correlation is significant at the 0.01 level (2-tailed)

*** EP and ET denotes Employee performance and Employee training respectively

The statistics demonstrates the strength of correlation analysis between the independent variable (Job security) and the dependent variable (employee performance). The strength between the two variables is shown to be positive such that ($r= .688$, $p=0.0001$). Table 5 presents the results

Table 5: Pearson Correlation between Job Security and Employee Performance

	EP	JS
Pearson Correlation	1	.688**
Employee performance Sig. (2 tailed)		.0000
N	220	220
Pearson Correlation	.688**	1
Job security Sig. (2 tailed)	.0000	
N	220	220

Source: Researcher’s Field Work, 2024

** Correlation is significant at the 0.01 level (2-tailed)

*** EP and JS denotes Employee performance and Job security respectively

Linear regression analysis

Model summary

In determining the entire summary of findings, the regression analysis was determined where R square shows the variation in the independent variables (incentives, employee training and job security) and the dependent variable (employee performance). The R square value of .782 implies 78.2% influences of the independent variables (incentives, employee training and job security) on the dependent variable (employee performance). The result is presented in Table 6

Table 6: Model Summary

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	52.628	2	20.242	44.042	.000a
Residual	40.248	640	.644		
Total	92.876	642			

- a. Predictors: (Constant), incentives, employee training and job security
- b. Dependent Variable: employee performance.

ANOVA

The study further determined the level of significance for acceptance or otherwise. The statistics demonstrates a significant level of 0.000a which is less than .05 indicating acceptance and shows strong influence of incentives, employee training and job security on employee performance as presented in table 7.

Table 7: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	52.628	2	20.242	44.042	.000a
Residual	40.248	640	.644		
Total	92.876	642			

- a. Predictors: (Constant), incentives, employee training and job security
- b. Dependent Variable: employee performance

Hypothesis 1: Incentives will impact Employee Performance significantly

From the regression analysis obtained, a significant relationship between the (independent variable) incentives and (dependent variable) employee performance demonstrates a beta value of .686. The .686 beta value demonstrates that 68.8% variation in employee performance is influenced by incentives and such variation is significant. We can, therefore, reject the null hypothesis of the study and conclude that incentives impact employee performance significantly in public sector organizations in Port of Spain. The result of the study espouses the work of Ihemereze *et al.* (2023) [16]. In their study, Ihemereze *et al.* (2023) [16] concluded that monetary incentives which encompass salary, bonus, pay rate, profit-sharing, and retirement benefits significantly influence workers' performance within the Nigerian automobile Industry. Similarly, Abdelhay *et al.* (2023) [1] found a significant relationship between financial and psychological incentives and employee performance. Findings of the study also support the goal-setting theory. The goal-setting process affects work engagement and employee and organizational performance. If the motive of HR managers is to boost staff motivation, performance, and engagement, it is crucial to comprehend this concept. Table 8 presents the result.

Hypothesis 2: Employee training will impact Employee Performance positively

Findings of the regression statistics show a positive relationship between training (independent variable) and employee performance (dependent variable). The beta value obtained is .542 implying that 54.2% variation in employee performance is explained by employee training hence, the null hypothesis of the study was accepted as we accept the alternative hypothesis. It can be concluded that employee training impacts employee performance positively in public sector organizations in Port of Spain.

The result of the study is in consonance with the work of Rivaldo & Nabella (2023) [25] who found a positive influence of training on employee performance. The result of the study is also shared by Gebrehiwot & Elantheraiyan (2023) [13]. In their study, Gebrehiwot & Elantheraiyan (2023) [13] indicated that training needs assessment and training resource availability have a significant effect on employee performance. However, the author's pointed out that employees' perception of training is not the major determinant of employee levels of performance. Findings of Adula *et al.* (2023) [2] manifested that training is considered by most employees as the initial point of skill development and an extended part of positive work attitude development, resulting in enhanced organizational performance. Employee training is a necessity for every organization in that almost everyone recognizes that the success of an organization is highly dependent on the human resources that manage them. Employees with the required training are likely to deliver good performance which will invariably impact organizational performance in the long run. Table 8 presents the results

Hypothesis 3: Job Security will have a significant impact on Employee Performance

As showed by the analysis from the regression statistics, a relationship exists between the independent variables (job security) and the dependent variable (employee performance). Such relationship is significant considering the beta value observed .488. The .488 beta value obtained explained that 48.8% variation in employee performance is influenced by job security while about 51.2% remaining is influenced by other variables which were not explained in the study. We therefore reject the null hypothesis of the study and accept the alternative hypothesis and conclude that job security has a significant impact on employee performance. The result of the study is in congruence with the work of Lowe (2020) [17] found that job security positively impacts employees' mental and physical health. The author maintained that these conditions affect job security, which subsequently influences overall well-being and performance. In their views, job security boosts employee well-being, which in turn influences long-term employee performance and organizational productivity. Equally, the study of Al Nahyan *et al.* (2024) [4] results show that perceived job security significantly affects job performance. Evidence from extant literature suggests that job securities give assurance of job retention, reduces fear of wrongful dismissal, provides a climate of confidence for employees and also provide protection against job loss. Meanwhile, organizations all over the world are very concerned about the performance of their employees and this is because performance of the employees would likely affect the performance of the organization. Table 8 presents the results.

Table 8: Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	
Constant	.408	.328		.682
Incentives	.524	.342	.680	21.60
Training	.508	.360	.542	20.44
Job Security	.466	.448	.488	24.08

Dependent Variable: employee performance

Conclusions

The study investigates the impact of human resource practices on employee performance of public sector organizations in Port of Spain. The study adopted the explanatory design to uncover the underlying causes and relationships between the study’s different variables. The convenient sampling method was employed to collect data from 220 of employees of public sector organizations in Port of Spain

Findings from the dataset show that female employees present the fairly majority of public sector organizations in Port of Spain. Regarding the ages of respondents, fairly majority of public sector organizations in Port of Spain are between the ages of 32-38. In relation to educational status of respondents, majority of public sector organizations in Port of Spain hold professional certificate. With regard to the years of service, fairly majority of public sector organizations in Port of Spain have about 1-5 years’ experience,

In relation to employee performance and incentives, the study demonstrates significant impact of incentives on employee performance in public sector organizations in Port of Spain. Also, the study showed employee training impacts employee performance positively in public sector organizations in Port of Spain. More so, it was revealed that job security has a significant impact on employee performance

Managerial implications

Organizations all over the world are very concerned about the performance of their employees and this is because performance of the employees would likely affect the performance of the organization. Evidence from the study and extant literature suggests that all the three independent variables i.e. incentives, training and job security impact employee performance which can in impact organizational performance in the long run. It therefore behoves HR managers of public sector organizations in Port of Spain to have a thorough understanding of employees and organizational performance by providing sound human resource management practices. Also, since more productive employees are a benefit to every organization, management of public sector organizations in Port of Spain should appreciate the need to assist their HR departments in developing effective HRM practices to enhance employee and organizational performance

Limitations and directions for future studies

In the first place, the study focused solely on the public sector organizations in Port of Spain, and therefore, the findings may not be applicable to other sectors. Future research could expand the study to include other sectors such as the private or the SME to test the applicability of the findings in other contexts.

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