

## RESEARCH ARTICLE

## STRATEGIC HUMAN RESOURCE MANAGEMENT BY NON-ACADEMIC EMPLOYEES OF SAN PABLO COLLEGES: IDENTIFYING THE PRACTICES, TRENDS, AND THEIR IMPACT ON ORGANIZATIONAL PERFORMANCE

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## ABSTRACT

This study aims to investigate how non-academic staff members at San Pablo Colleges apply Strategic Human Resource Management (SHRM). It does this by identifying common practices, new trends, and the effects these practices have on the performance of the organization. The study looks at recruiting, training, performance management, engagement, and remuneration as well as other SHRM practices using quantitative research methods that include surveys. The participants of the study were 60 non-academic employees, selected based on simple random sampling. Data were analyzed using percentage and Likert scale. Preliminary findings show a positive correlation between effective SHRM practices and enhanced organizational performance indicators, such as operational efficiency, employee satisfaction, and retention rates. This study provides useful data that can be applied to enhance HR strategies and foster organizational efficacy in learning environments.

## KEYWORDS

Strategic Human Resource Management, non-academic employees, practices, trends, impact

## 1. INTRODUCTION

The efficiency, culture, and overall performance of organizations, such as San Pablo Colleges, are significantly influenced by the strategic management of human resources (SHRM). Although much attention is often given to academic staff in these settings, non-academic employees, including administrative personnel, maintenance teams, and support staff, are indispensable for the institution's success. These employees are integral to the operational infrastructure, ensuring the smooth daily functions of the institution and thereby contributing to the provision of educational services and the fostering of a conducive learning environment.

The management of essential functions like student records, admissions, and regulatory compliance is handled by administrative staff, while maintenance teams guarantee a safe and suitable learning environment (Fukui et al., 2024a). IT and other support personnel are essential in maintaining technological infrastructure and aiding students and faculty. If non-academic teams did not operate efficiently, academic staff would encounter major disruptions, and the institution's overall performance would suffer (Kumar, 2009; Intaratat et al., 2024).

Non-academic employees, despite being significant, are often not given as much attention in SHRM practices and academic research as their academic counterparts. Research in this field tends to concentrate on faculty-related issues like recruitment, tenure, and academic performance, leaving out the specific needs and contributions of non-academic staff. This oversight may lead to insufficient HR strategies for non-academic personnel, impacting recruitment, training, performance management, and employee retention.

Strategic human resource management for non-academic staff must include tailored recruitment processes, professional development

opportunities, fair compensation, and performance evaluation metrics that reflect their unique roles. Additionally, fostering an inclusive organizational culture where non-academic employees feel valued and integrated into the institution's mission is crucial for long-term success.

## 2. LITERATURE REVIEW

The alignment of HR practices with strategic goals has become essential for organizational success, especially in the context of Strategic Human Resource Management (SHRM). In educational institutions, the role of non-academic employees in efficient operations makes SHRM practices particularly significant. San Pablo Colleges, like many other higher education institutions, relies on its non-academic workforce along with its academic staff to ensure smooth administrative, operational, and support functions. This study aims to investigate how SHRM practices among non-academic employees of San Pablo Colleges impact overall organizational performance and influence trends.

## 2.1 Strategic Human Resource Management Practices

Almashyakhi stated that strategic HRM scholarship is the "study of HRM systems (and/or subsystems) and their interrelationships with other elements constituting an organizational system, including the organization's external and internal environments, the multiple players who enact HRM systems, and the multiple stakeholders who evaluate the effectiveness of the organization and determine its long-term survival" (Almashyakhi, 2022). According to Jackson et al., the definition of strategic HRM places an emphasis on HRM systems and their connections to other organizational elements including organizational performance and effectiveness. The purpose of employing human resource management is to determine how many employees an organization has, what types of employees it has, how to use the organization's resources, and how to keep and sustain its personnel (Susanto and Rambano, 2022; Kumar et al., 2023a).

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According to recent study, the SHRM strategy will be very powerful if it has a clear, defined, and flexible one in attitudes, policies, and practices, which will play a significant role in accomplishing the organizational objectives (Zehir et al., 2016; Marshadah and Albdareen, 2020). The strategy should improve employees' skills to improve the opportunities to reach the organizational objectives (Jamaludin et al., 2023; Fukui et al., 2024b). Fahim (2019) also revealed that using best SHRM practices (recruitment and selection, training and career development, performance appraisal, compensation and benefits) is regarded as an excellent strategic tool for retaining core employees in organizations (Fahim, 2019). Therefore, businesses should create SHRM guidelines and strategies that sustain a respectable working relationship between the company and its workforce (Kumar et al., 2023b).

Human resource management is concerned with the people dimension in the organization. It focuses on the management of human energy, competencies, and capabilities to improve productivity. To achieve the organizational objectives, the management of an organization has to consider various HRM practices (Shrestha et al., 2022). Some researcher indicated that the excellence of organization mainly can be achieved through human resources management (Hamadamin and Atan, 2019). The role of human resources within the organization should be connected directly to the strategies the organization build toward its excellence. Strategic human resources management should be part of the other strategies of the organization and work parallel to them. The role of SHRM is to determine the human resource's role in accomplishment of other strategies.

## 2.2 Trends

In other study, researcher indicated that Human Resource Management (HRM) is an essential component of any firm, with the crucial task of protecting its most important resource: its employees (Shi and Yang, 2022). The field of human resource management (HRM) has undergone a significant transformation from its conventional administrative role to becoming a strategic partner in corporate goal attainment. This movement has been influenced by several factors such as cultural changes, technical improvements, and economic dynamics. According to a study, the significant impact of Human Resource Management (HRM) on an organization's ability to achieve its goals, underlining the criticality of implementing good HRM practices (Albloush et al., 2022). In this particular environment, it is crucial to do a thorough examination of the most recent advancements and obstacles in the field of Human Resource Management (HRM) in order to adeptly traverse this dynamic landscape. This critical study aims to provide a comprehensive analysis of the importance and consequences of current trends and concerns in Human Resource Management (HRM) by drawing on existing scholarly literature and using it as a basis for further exploration.

The integration of technology is a notable advancement in the field of Human Resource Management (HRM). In recent times, there has been a remarkable increase in technology progress, namely in the fields of HR analytics and artificial intelligence (AI), leading to significant transformations in personnel management methods (Alzoraiki et al., 2023; Budhwar et al., 2023; Johnson et al., 2022). The HRM environment has been substantially transformed by these technology developments, which have empowered firms to make choices based on data, streamline recruiting procedures, and improve employee engagement. In addition, the use of HR analytics and artificial intelligence (AI) enables the implementation of predictive analytics, therefore allowing human resources (HR) professionals to forecast talent requires, proactively identify attainable obstacles, and formulate plans for talent cultivation and retention (Kumar et al., 2023c).

Some researcher concluded that human resources are more important than new technologies or financial and material resources (Allui and Sahni, 2016). The changing nature of work – especially developments in technology, organization, and competition – means institutions will always struggle to attract and retain the workforce (both educators and education personnel).

## 2.3 Impact of SHRM practices on organizational performance, engagement and retention and challenges and opportunities

SHRM encourages the growth of human resources that meets the needs of a competitive business strategy to achieve organizational goals and mission. Human resource management strategy is an important part of the corporate strategy. This strategy's main focus is on achieving organizational goals. Therefore, strategy is a collection of strategic decisions, many of which will be formulated formally. Probably, a lot, if not most, of the strategy of an organization appears over time in a flow of

action (Shehadeh, 2019).

Based on a study, retention of employees in the organizations is an important parameter of assessing the success rate of any organization (Diah et al., 2020). The industrial sector has been moving toward globalization and that changes the behaviour of employees toward their organizations. Thus, firms must retain educated and talented employees in their firms during the time of high turnover rates. Effective HR practices could be necessary to achieve organizational goals and improve productivity. Fabling and Grimes examined the characteristics of HR professionals and found that establishing employee awards and recognition programs would increase morale and lead to increased employee productivity (Fabling and Grimes, 2014).

## 3. METHODS

This study adopted a quantitative research approach to investigate the strategic human resource management (SHRM) practices among non-academic employees at San Pablo Colleges, emphasizing the identification of prevalent practices, emerging trends, and their effects on organizational performance. The research aimed to provide a comprehensive view of how SHRM is applied and its influence on the institution's effectiveness, particularly within the non-academic workforce.

The sample included 60 non-academic employees, representing a diverse array of departments within the institution. A structured questionnaire was created as the main data collection instrument, featuring various sections that examined key HR aspects, such as recruitment processes, employee training and development programs, performance evaluation methods, compensation strategies, and initiatives for employee engagement. This questionnaire was distributed to the selected employees to collect their insights on the existing SHRM practices and trends within the organization.

In addition to gathering information on HR practices, the questionnaire also included questions designed to assess employees' perceptions of how these practices impact their job satisfaction, motivation, and overall performance, as well as the college's broader performance metrics. Through the analysis of this data, the study sought to shed light on how well these SHRM practices align with the college's strategic goals and their role in enhancing organizational outcomes. This quantitative methodology facilitated a clear and objective understanding of the connection between HR strategies and organizational success, providing valuable insights for the ongoing improvement of HR practices at San Pablo Colleges.

### 3.1 The Data Analysis

Data were analysed using percentage and Likert scale. A Likert scale is used to measure people's attitudes, opinions, or perceptions.

Department	f	%
Administrative Department	44	77.33
Maintenance Department	9	15
I.T and other support staff	7	11.66
Overall	60	100

Table 1 indicates that the majority of respondents, 77.33 percent, are from the Administrative Department. This is followed by the Maintenance Department, which accounts for 15 percent, while the smallest group, comprising I.T. and other support staff, represents 11.66 percent of the total.

Years	f	%
1 to 5	38	63.33
6 to 10	11	18.33
11 to 15	7	11.68
16 to 20	2	3.33
Over 25 years	2	3.33
Overall	60	100

Table 2 presents the length of service for non-academic employees at San Pablo Colleges. The majority, 63.33 percent, have been employed for 1 to 5 years. Additionally, 18.33 percent have served for 6 to 10 years, 11.68

percent for 11 to 15 years, while 3.33 percent have worked for both 16 to 20 years and over 25 years.

Table 3: Age of the respondents		
Age	f	%
22-26	8	13.33
27-31	12	20
32-36	14	23.33
37-41	10	16.68
42-46	6	10
47-51	5	8.33
52-56	3	5
57-61	2	3.33
<b>Overall</b>	<b>60</b>	<b>100</b>

Table 3 shows the age distribution of respondents, with 13.33 percent aged between 22 and 26 years, 20 percent between 27 and 31 years, 23.33 percent between 32 and 36 years, 16.68 percent between 37 and 41 years,

10 percent between 42 and 46 years, 8.33 percent between 47 and 51 years, 5 percent between 52 and 56 years, and 3.33 percent between 57 and 61 years.

Table 4: SHRM Awareness and Implementation							
Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Verbal Interpretation
I am aware of the SHRM practices implemented at San Pablo Colleges for non-academic staff.	17	28	13	2	0	4.18	Agree
SHRM practices are clearly communicated to all non-academic employees.	18	34	7	1	0	4.15	Agree
I have access to sufficient training and development opportunities relevant to my role.	24	25	10	1	0	4.11	Agree
Performance evaluations at San Pablo Colleges are conducted fairly and contribute to my professional growth.	22	25	11	2	0	4.20	Agree
The institution implements effective recruitment and selection strategies for non-academic positions.	21	30	9	0	0	4.20	Agree
<b>Overall</b>						<b>4.16</b>	<b>Agree</b>

Legend: 1.00 to 1.49 = Strongly Disagree; 1.50 to 2.49 = Disagree; 2.50 to 3.49 = Undecided; 3.50 to 4.49 = Agree; 4.50 to 5.00 = Strongly Agree

Table 4 indicates that respondents agree that they have a strong understanding and clear grasp of SHRM communication with an average mean of 4.16. With a mean of 4.20, employees believe that performance evaluations are carried out fairly and aid in their professional development. According to a study, performance appraisal is significant since it is an important part of any company's human resource strategy (Khanna's, 2014). Managing individual and team performance to accomplish corporate goals has a clear value. Performance appraisal is significant instrument in the hands of personal management because it achieves the department's major goal of appraising the individual's worth, which is the major goal of the department of people development. Employees and their supervisors can collaborate to improve job results and satisfaction through the performance management process. When

both the employees and the supervisor take an active role and work together to achieve the organization's goals, this approach is most effective.

Additionally, the institution efficiently conducts recruitment and selection processes for non-academic positions, with an average score of 4.20. Amanudin stated that the employee recruitment process is a crucial aspect of company operations because companies require personnel who are suitable for their field, namely, competent employees (Amanudin, 2022). Therefore, a special approach is needed in the implementation of recruitment to ensure that the process can result in the hiring of employees suitable for the type of job they undertake.

Table 5: SHRM Trends							
Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Verbal Interpretation
SHRM practices at San Pablo Colleges have evolved to better meet the needs of non-academic employees over the past years.	16	33	10	1	0	4.06	Agree

Table 5 (Cont.): SHRM Trends							
The SHRM practices at San Pablo Colleges are in line with the latest trends in the educational sector.	23	27	10	0	0	4.21	Agree
Technology is effectively used in managing HR processes for non-academic staff.	20	33	7	0	0	4.21	Agree
<b>Overall</b>						<b>4.16</b>	<b>Agree</b>

Legend: 1.00 to 1.49 = Strongly Disagree; 1.50 to 2.49 = Disagree; 2.50 to 3.49 = Undecided; 3.50 to 4.49 = Agree; 4.50 to 5.00 = Strongly Agree

Table 5 indicates that respondents agree in terms of SHRM trends with an average mean of 4.16. It displays that the institution's SHRM practices align with the most recent trends in the education sector and technology is utilized efficiently in managing HR processes for non-academic employees with an average score of 4.21. In the dynamic landscape of

modern workplaces, Strategic Human Resource Management (SHRM) is undergoing a technological revolution. The integration of technology, particularly data analytics, artificial intelligence (AI), and automation, has become a cornerstone in reshaping HR processes (Kumar et al., 2020).

Table 6: Impact on Organizational Performance							
Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Verbal Interpretation
SHRM practices have a positive impact on my job satisfaction.	18	34	8	0	0	4.16	Agree
There is a strong correlation between SHRM practices and the operational efficiency of my department.	21	30	8	1	0	4.26	Agree
Improved SHRM practices have led to better team collaboration and morale within my department.	20	32	7	1	0	4.18	Agree
SHRM practices have positively affected the quality of service provided to students and faculty.	20	36	4	0	0	4.18	Agree
<b>Overall</b>						<b>4.19</b>	<b>Agree</b>

Legend: 1.00 to 1.49 = Strongly Disagree; 1.50 to 2.49 = Disagree; 2.50 to 3.49 = Undecided; 3.50 to 4.49 = Agree; 4.50 to 5.00 = Strongly Agree

Table 6 displays the impact of SHRM on organizational performance at an average mean of 4.19 with a verbal interpretation of agree. With an average mean of 4.26, employees agree that there is a significant relationship between SHRM practices and operational effectiveness in their department. According to the competence of people is a significant

aspect that determines operational efficiency in catering to quality services as well as products in a short period of time (Shehadeh, 2019). HRM activities such as selection, training, business atmosphere, and performance evaluation can boost staff's ability to achieve higher efficiency.

Table 7: Engagement and Retention							
Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Verbal Interpretation
SHRM practices at San Pablo Colleges make me feel valued as an employee.	23	31	5	1	0	4.26	Agree
I am likely to recommend San Pablo Colleges as a great place to work because of its HR management.	24	29	6	1	0	4.26	Agree
SHRM practices influence my intention to stay with the institution long-term.	25	30	5	0	0	4.33	Agree
<b>Overall</b>						<b>4.28</b>	<b>Agree</b>

Legend: 1.00 to 1.49 = Strongly Disagree; 1.50 to 2.49 = Disagree; 2.50 to 3.49 = Undecided; 3.50 to 4.49 = Agree; 4.50 to 5.00 = Strongly Agree

Table 7 indicates respondents' engagement and retention at an average mean of 4.28 with a verbal interpretation of agree. A study concluded that to retain a good talented workforce the organization has to create a positive environment for conducive working (Chaminade, 2007). Non-

academic employees agree that SHRM practices influence their intention to stay with the institution for the long term with an average mean of 4.33. According to a study, an organization can increase the retention rate by utilizing a variety of SHRM practices (Fahim, 2019).

Table 8: Challenges and Opportunities							
Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Verbal Interpretation
Current SHRM practices adequately address the challenges faced by non-academic employees.	17	38	4	1	0	4.18	Agree

**Table 8 (Cont.): Challenges and Opportunities**

There is room for significant improvement in how SHRM practices are implemented for non-academic staff.	16	40	4	0	0	4.20	Agree
I feel encouraged to provide feedback on SHRM practices and see it reflected in policy changes.	22	34	4	0	0	4.30	Agree
<b>Overall</b>						<b>4.22</b>	<b>Agree</b>

Legend: 1.00 to 1.49 = Strongly Disagree; 1.50 to 2.49 = Disagree; 2.50 to 3.49 = Undecided; 3.50 to 4.49 = Agree; 4.50 to 5.00 = Strongly Agree

Table 8 shows the average mean of 4.22 with a verbal interpretation of agree under the challenges and opportunities. Employees feel motivated to give feedback on SHRM practices and see it incorporated into policy changes. Feedback plays a pivotal role in shaping strategic HR decisions, particularly in talent management and employee development. Latham and Locke found that SHRM practices that incorporate structured feedback mechanisms allow organizations to make more informed decisions about employee training, development, and performance management (Latham and Locke, 2019). Their study showed that feedback from employees helps organizations adapt SHRM practices to better address workforce needs. According to a study, feedback on SHRM practices also influences the effectiveness of HR strategies aimed at retaining and developing talent (Stone and Heen, 2019). Organizations that actively solicit feedback from employees on SHRM initiatives can adjust their approaches to improve employee satisfaction and organizational commitment.

#### 4. CONCLUSION

The study on Strategic Human Resource Management (SHRM) practices at San Pablo Colleges offers valuable insights into how strategic HR initiatives can significantly enhance both employee well-being and institutional performance. The findings underscore the importance of aligning human resources with the institution's broader goals, resulting in a more engaged and committed workforce.

One of the key observations from the study is the positive impact of SHRM on employee engagement and retention, particularly among non-academic staff. By closely aligning their responsibilities with the institution's mission and objectives, these employees experience a greater sense of purpose in their roles. This alignment fosters not only a stronger connection to their work but also a deeper commitment to the institution's success. Employees are more likely to remain with the institution, driven by a sense of belonging and a clear understanding of how their contributions support the larger institutional vision.

The study also highlights emerging trends in SHRM at San Pablo Colleges, such as a growing emphasis on employee development and the integration of technology into HR processes. The focus on continuous professional development reflects the college's commitment to nurturing its workforce. By providing opportunities for growth and advancement, the institution ensures that its employees are equipped to meet the demands of an evolving educational landscape. This commitment to development is complemented by the strategic use of technology, which enhances HR operations and offers a more personalized and efficient experience for employees. Together, these trends represent a forward-thinking approach that balances innovation with a genuine concern for the well-being of the staff.

Furthermore, the study reveals a strong correlation between effective SHRM practices and improved organizational performance. When HR strategies are well-aligned with the college's strategic goals, there is a noticeable improvement in key areas such as recruitment, training, and overall operational efficiency. The recruitment process becomes more selective, attracting individuals who not only possess the necessary skills but also resonate with the college's values and culture. Training programs are more targeted and effective, ensuring that employees are well-prepared to excel in their roles. This holistic approach to SHRM contributes to a more cohesive and productive work environment, where every member of the team is working towards the same objectives.

In conclusion, the study emphasizes the critical need for ongoing investment in SHRM at San Pablo Colleges. By creating a supportive and development-oriented work environment, the institution can continue to foster a workforce that is engaged, motivated, and aligned with its strategic goals. This commitment to SHRM is not only essential for maintaining current levels of performance but also for driving future

growth and adaptability in a rapidly changing educational environment. Ultimately, the success of the institution is inextricably linked to the well-being and development of its employees, making SHRM a vital component of its long-term strategy.

#### RECOMMENDATION

To further enhance the effectiveness of Strategic Human Resource Management (SHRM) practices at San Pablo Colleges, several key recommendations can be implemented. These recommendations aim to build on the existing strengths of the institution's HR strategies while addressing areas where continued improvement can yield substantial benefits.

**Continued Investment in HR Technology:** San Pablo Colleges should maintain and expand its investment in HR technology. By integrating advanced digital tools and platforms, the college can streamline various HR processes, such as recruitment, performance management, and employee engagement. The use of technology can facilitate more efficient data collection and analysis, enabling the HR department to make informed, data-driven decisions. For example, by employing predictive analytics, the college can anticipate staffing needs, identify potential retention risks, and tailor training programs to meet the specific needs of employees. Additionally, automated systems can handle routine administrative tasks, freeing up HR professionals to focus on more strategic initiatives. This ongoing commitment to HR technology not only enhances operational efficiency but also provides a more responsive and personalized experience for employees, ultimately contributing to a more engaged and motivated workforce.

**Fostering a Culture of Continuous Learning and Professional Growth:** Another critical recommendation is to foster a culture of continuous learning and professional development among non-academic employees. San Pablo Colleges should prioritize creating opportunities for staff to enhance their skills and knowledge, whether through formal training programs, workshops, or access to online learning platforms. By encouraging a mindset of lifelong learning, the institution empowers employees to take ownership of their professional growth, leading to increased job satisfaction and a stronger commitment to their roles. Moreover, this focus on development helps ensure that the workforce remains adaptable and capable of meeting the evolving demands of the educational sector. San Pablo Colleges could also consider implementing mentorship programs, where experienced staff members provide guidance and support to newer employees, fostering a sense of community and shared growth within the institution.

**Enhancing Communication and Collaboration Across Departments:** To ensure that SHRM practices are fully aligned with the college's broader strategic goals, it is essential to enhance communication and collaboration between the HR department and other organizational units. This can be achieved by establishing regular cross-departmental meetings where HR professionals can discuss ongoing projects, share insights, and align on key objectives with representatives from academic departments, administration, and other support services. By fostering a more collaborative environment, the college can ensure that HR strategies are not developed in isolation but are integrated into the overall institutional framework. This alignment is crucial for creating a cohesive work environment where all employees are working towards common goals, ultimately enhancing organizational performance. Additionally, encouraging open communication between departments can help identify potential challenges early on and facilitate more effective problem-solving.

**Regular Assessment and Updating of HR Policies:** Finally, it is recommended that San Pablo Colleges regularly assess and update its HR policies to reflect evolving industry standards and best practices. The landscape of human resource management is continually changing,

influenced by factors such as technological advancements, regulatory updates, and shifts in workforce demographics. By staying attuned to these changes, the college can ensure that its HR policies remain relevant and effective. Regular policy reviews can help identify areas where updates are needed, whether in relation to employee benefits, diversity and inclusion initiatives, or work-life balance programs. Moreover, involving employees in the policy review process through surveys or focus groups can provide valuable insights into their needs and concerns, ensuring that the policies are not only compliant with industry standards but also resonate with the workforce. This proactive approach to policy management is essential for maintaining a supportive and equitable work environment, which in turn fosters higher levels of employee engagement and retention.

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