



Effective Human Resource Management as a Strategic Driver of Organizational Success: An Integrative Conceptual Framework

Dr. Wilson Freddy Makaya

Horizons University Paris, France

DOI : <https://doi.org/10.55248/gengpi.07.1026.3262>

ABSTRACT:

Human resource management (HRM) has evolved substantially from its traditional emphasis on personnel administration toward a strategic organizational function concerned with developing, coordinating, and mobilizing human capabilities for sustainable organizational performance. Although organizations depend on multiple resources including financial capital, technology, infrastructure, information, knowledge, and physical assets human resources occupy a distinctive position because employees acquire, interpret, coordinate, and transform these resources into productive outcomes. Consequently, the effectiveness with which organizations recruit, select, develop, motivate, deploy, and retain employees has important implications for organizational performance and long-term sustainability. This conceptual article examines how effective HRM can function as a strategic driver of organizational success. Drawing on Human Capital Theory, the Resource-Based View (RBV), and the Ability–Motivation–Opportunity (AMO) framework, the article develops an integrative conceptual model linking HRM practices to employee-level outcomes, organizational capabilities, and multidimensional organizational success. The framework proposes that HRM practices influence organizational outcomes through interconnected mechanisms involving employee ability, motivation, opportunity, knowledge, commitment, behaviour, and participation. These employee-level outcomes can subsequently become collective organizational capabilities through knowledge sharing, teamwork, organizational learning, innovation, adaptability, and strategic execution. The article further argues that the relationship between HRM and organizational success is contingent upon organizational strategy, leadership, culture, technology, organizational size, labour-market conditions, and the wider institutional environment.

The article contributes to HRM scholarship by moving beyond the assumption that individual HR practices automatically produce superior organizational performance. Instead, it conceptualizes HRM as an integrated and context-dependent strategic system through which human capital can be transformed into organizational capabilities and sustainable value. The framework also provides a foundation for future empirical research examining the mechanisms and boundary conditions through which HRM contributes to financial, operational, employee, strategic, innovative, stakeholder, and sustainability outcomes.

Keywords: *Human Resource Management; Strategic Human Resource Management; Human Capital; Ability–Motivation–Opportunity; Resource-Based View; Organizational Capabilities; Organizational Performance; Organizational Success*

1. Introduction:

Human resource management (HRM) has increasingly moved from being understood primarily as an administrative function concerned with personnel records, recruitment, compensation, and employee relations toward being recognized as a strategic organizational capability that can influence long-term organizational performance and sustainability (Huselid et al., 1997; Jo et al., 2024). Organizations operate through the interaction of multiple resources, including financial capital, physical infrastructure, technology, information, knowledge, and human resources. However, human resources occupy a distinctive position because people not only constitute a resource in the production and service process but also coordinate, interpret, develop, and transform other organizational resources into productive outcomes (Barney, 1991; Zhang et al., 2023). Consequently, the effectiveness with which organizations attract, develop, motivate, deploy, and retain their employees can have substantial implications for organizational performance and long-term success (Huselid, 1995; Huselid et al., 1997; Jo et al., 2024). The centrality of human resources to organizational functioning is not a new proposition. Earlier approaches to management and personnel administration emphasized the need to recruit appropriate employees, allocate labour effectively, establish appropriate compensation systems, maintain employee relations, and develop workforce capabilities (Byars & Rue, 2000; Cole, 1999). The traditional personnel-management perspective, however, tended to emphasize administrative control and the efficient management of employees (Byars & Rue, 2000; Cole, 1999). The emergence of strategic human resource management (SHRM) broadened this perspective by emphasizing the alignment between HR practices and organizational strategy (Huselid et al., 1997; Jo et al., 2024). In this view, employees are not merely labour inputs but sources of knowledge, skills, capabilities, innovation, commitment, and organizational learning that can contribute to competitive performance (Barney, 1991; Pfeffer, 1994; Zhang et al., 2023). The transition from personnel management to strategic HRM therefore represents a fundamental shift in how the contribution of people to organizational success is conceptualized (Huselid et al., 1997; Jo et al., 2024).

Existing research has provided considerable evidence that HRM practices can be associated with organizational outcomes. Foundational studies have demonstrated relationships between HR systems and productivity, employee turnover, organizational commitment, and financial performance (Arthur, 1994; Huselid, 1995; Huselid et al., 1997). Importantly, this body of research suggests that HR practices should not necessarily be considered as isolated interventions. Rather, recruitment and selection, training and development, performance management, compensation, employee participation, communication, and employment relations may operate as mutually reinforcing components of an integrated HR system (Arthur, 1994; Huselid, 1995). The strategic value of HRM therefore depends not only on the existence of individual HR practices but also on the coherence with which these practices are designed and implemented (Arthur, 1994; Huselid et al., 1997; Bos-Nehles et al., 2023). Nevertheless, the relationship between HRM and organizational success is more complex than a simple assumption that the presence of HR practices automatically produces superior organizational outcomes. HRM represents an organizational investment and consequently involves financial, managerial, technological, and time-related costs. The benefits of recruitment, training, employee development, performance management, and other HR interventions may not be realized immediately. They can also depend on employee retention, organizational strategy, leadership, organizational culture, technological conditions, labour-market characteristics, and the wider institutional environment (Huselid et al., 1997; Jo et al., 2024). The original manuscript appropriately recognizes this tension by noting that HRM investments may impose costs and that their benefits may depend on employees remaining within the organization long enough for those investments to generate returns. This issue is particularly important for smaller organizations and resource-constrained enterprises, where extensive investment in HR systems may be difficult to sustain.

1.1 Research Problem:

Despite the increasing recognition of HRM as a strategic organizational function, a persistent conceptual problem remains: *how, and through what mechanisms, does HRM translate human resources into organizational success?* Much of the traditional discussion of HRM focuses on describing its functional activities, including job analysis and design, recruitment and selection, training and development, performance appraisal, compensation, and employee relations. The manuscript similarly identifies these activities as central components of the HR function. While these functions are essential, a functional description alone does not adequately explain their strategic significance or how their combined effects may contribute to organizational performance. A further problem is that organizational success is frequently treated as though it were synonymous with productivity or financial performance. In reality, organizational success can be understood more broadly to encompass financial and operational performance, employee outcomes, innovation, organizational capability, stakeholder satisfaction, resilience, and the organization's capacity to achieve its strategic objectives over time. HRM may influence these outcomes through several interconnected pathways, including the development of employee knowledge and skills, the enhancement of motivation and commitment, the creation of opportunities for employee participation, the development of organizational capabilities, and the alignment of employee behaviour with organizational strategy. The challenge, therefore, is not simply to establish that HRM is important. The more significant scholarly challenge is to explain *why, when, and under what conditions HRM contributes to organizational success*. Such an approach moves beyond treating HRM as a collection of administrative practices and instead conceptualizes it as an integrated strategic system through which organizations develop and mobilize human capabilities.

1.2 Research Gap:

Although the HRM literature has established important relationships between human resource practices and organizational performance, several areas require further conceptual integration. First, research on HRM and performance has often examined individual practices or broad HR systems without sufficiently integrating the mechanisms through which HR practices are converted into organizational-level outcomes (Bos-Nehles et al., 2023). Second, the literature does not always distinguish clearly between HR activities, employee-level outcomes, organizational capabilities, and ultimate measures of organizational success (Zhang et al., 2023; Jo et al., 2024). Third, organizational and environmental conditions can influence whether HR practices produce positive outcomes, yet these boundary conditions are not always incorporated into simplified representations of the HRM–performance relationship (Huselid et al., 1997; Bos-Nehles et al., 2023). The need for integration is particularly important because HRM operates across multiple levels of the organization. At the individual level, HR practices influence employees' knowledge, skills, motivation, attitudes, commitment, and behaviour. At the organizational level, these individual attributes can become collective capabilities through coordination, knowledge sharing, teamwork, innovation, and organizational learning (Teece et al., 1997; Zhang et al., 2023). At the strategic level, such capabilities may contribute to productivity, adaptability, competitive advantage, stakeholder value, and long-term organizational sustainability (Barney, 1991; Teece et al., 1997). Accordingly, the research gap addressed by this article is the lack of an integrated conceptual explanation that connects HRM practices with employee capabilities and behaviours, organizational capabilities, and the multidimensional concept of organizational success while recognizing the contextual conditions that shape these relationships (Bos-Nehles et al., 2023; Jo et al., 2024). Addressing this gap provides an opportunity to reposition HRM not merely as a support function but as a strategic mechanism through which organizations transform human capital into organizational value (Zhang et al., 2023; Jo et al., 2024).

1.3 Purpose of the Article:

Against this background, the purpose of this article is to develop an integrative conceptual understanding of effective human resource management as a strategic tool for organizational success. The article synthesizes established perspectives on HRM and organizational performance and develops an integrated framework explaining how HRM practices can contribute to organizational success through the development and mobilization of employee capabilities, motivation, commitment, participation, and organizational capabilities (Bos-Nehles et al., 2023; Zhang et al., 2023). Rather than presenting HRM practices as independent administrative activities, the article conceptualizes them as interconnected components of an HRM system (Arthur, 1994; Huselid, 1995). This perspective recognizes that recruitment and selection determine the quality of human capital entering an organization; training and

development enhance knowledge and skills; performance management aligns individual effort with organizational objectives; compensation and rewards influence motivation and retention; employee participation creates opportunities to contribute knowledge and ideas; and employee relations can influence trust, commitment, and cooperation (Arthur, 1994; Whitener, 1997; Bos-Nehles et al., 2023). Collectively, these mechanisms can strengthen organizational capabilities and support multiple dimensions of organizational success (Teece et al., 1997; Jo et al., 2024).

1.4 Research Objectives:

The objective of the article is to examine conceptually how effective HRM can function as a strategic mechanism for achieving organizational success. The specific objectives are to:

1. examine the evolution and contemporary meaning of human resource management;
2. examine the major HRM practices through which organizations acquire, develop, motivate, and retain human resources;
3. examine the theoretical mechanisms linking HRM practices with employee and organizational outcomes;
4. analyze how integrated HRM systems can contribute to organizational performance and competitive advantage;
5. identify organizational and environmental conditions that may strengthen or constrain the contribution of HRM to organizational success; and
6. develop an integrative conceptual framework explaining the relationship between effective HRM and multidimensional organizational success.

1.5 Research Questions:

The article addresses the following research questions:

- How has the conceptualization of HRM evolved from traditional personnel management toward strategic human resource management?
- Through what mechanisms do HRM practices influence employee and organizational outcomes?
- How can integrated HRM systems contribute to different dimensions of organizational success?
- What organizational and environmental conditions influence the effectiveness of HRM in generating organizational success?
- How can the relationship between HRM practices, employee capabilities, organizational capabilities, and organizational success be represented within an integrated conceptual framework?

1.6 Theoretical Contribution:

The article contributes theoretically by bringing together complementary perspectives that explain different stages of the relationship between human resources and organizational outcomes. Human Capital Theory provides a foundation for understanding employees' knowledge, skills, and competencies as productive assets in which organizations can invest. The Resource-Based View (RBV) provides a strategic perspective by explaining how human resources and organizational capabilities may become sources of sustained competitive advantage when they create value and are difficult for competitors to replicate. The Ability–Motivation–Opportunity (AMO) perspective further helps explain the mechanisms through which HR practices influence employee performance by developing employees' abilities, motivating appropriate behaviour, and creating opportunities for employees to contribute. The integration of these perspectives allows the article to move beyond the simplistic proposition that “good HRM produces good performance.” Instead, it proposes that HRM creates value through a sequence of interconnected mechanisms:

HRM practices → employee ability, motivation and opportunity → employee behaviour and human capital → organizational capabilities → organizational performance and broader organizational success.

The framework further recognizes that this relationship is not necessarily universal or automatic. Organizational strategy, leadership, culture, technology, organizational size, labour-market conditions, and institutional environments can shape the effectiveness of HRM systems. Consequently, the article conceptualizes HRM as a context-dependent strategic capability rather than as a universally applicable set of administrative practices.

1.7 Practical Significance:

The article also has practical significance for managers and organizations. If HRM is treated primarily as an administrative function, organizations may focus on activities such as recruitment, payroll, compliance, and record keeping without adequately evaluating their contribution to strategic outcomes. A strategic HRM perspective instead requires managers to consider whether HR investments develop the capabilities that the organization needs to implement its strategy. This perspective has implications for HR professionals, line managers, and senior executives. Effective HRM requires collaboration between HR specialists and operational managers because employee-related decisions influence productivity, innovation, service quality, organizational knowledge, and strategic execution. The article therefore reinforces the importance of integrating HR decisions with broader organizational planning rather than treating the HR function as an isolated organizational department.

1.8 Scope and Positioning of the Article:

The article adopts a conceptual and integrative review orientation rather than presenting primary empirical data. Its purpose is therefore not to test a statistical causal relationship between specific HR practices and a particular organizational performance indicator. Instead, it synthesizes established HRM perspectives and develops an integrated conceptual explanation of how HRM can contribute to organizational success. This positioning is

consistent with the manuscript's original objective of reviewing HRM as a tool for organizational success. However, the revised article extends that original objective by moving from a predominantly descriptive review toward a theoretically informed explanation of the mechanisms and conditions through which HRM may generate organizational value.

2. Methodological and Conceptual Approach

2.1 Research Design:

This article adopts a *conceptual and integrative literature review approach* to examine how effective human resource management (HRM) contributes to organizational success. The choice of a conceptual review is appropriate because the purpose of the article is not to test a predetermined statistical model using primary data, but to integrate established theoretical perspectives and findings from the HRM literature in order to develop a coherent explanation of the relationship between HRM and organizational success. The original manuscript describes the study as a “theoretical review of human resource management as a tool for organizational success.” The present methodological positioning retains this original orientation while providing a clearer explanation of what a theoretical review entails. Rather than treating HRM as a collection of independent personnel activities, the review examines the conceptual connections among HRM practices, employee-level outcomes, organizational capabilities, and organizational performance. An integrative approach is particularly appropriate because the HRM literature has developed through several related but distinct theoretical traditions. Human Capital Theory emphasizes the productive value of employees' knowledge, skills, and competencies; the Resource-Based View emphasizes the strategic value of organizational resources and capabilities; and the Ability–Motivation–Opportunity (AMO) perspective explains how HR practices can influence employee behaviour and performance. Bringing these perspectives together allows the article to develop a more comprehensive explanation of how HRM can contribute to organizational success.

2.2 Conceptual Orientation of the Review:

The review is guided by the central proposition that effective HRM contributes to organizational success by enabling organizations to acquire, develop, motivate, coordinate, and retain human capabilities that can subsequently be transformed into organizational capabilities and strategic outcomes. Accordingly, the analysis distinguishes four interconnected levels:

1. **HRM practices:** The organizational mechanisms through which employees are recruited, selected, trained, developed, evaluated, rewarded, and involved;
2. **Employee-level outcomes:** Including knowledge, skills, motivation, commitment, satisfaction, participation, and work-related behaviour;
3. **Organizational capabilities:** Including knowledge sharing, teamwork, innovation, organizational learning, adaptability, and strategic execution; and
4. **Organizational success:** Including productivity, operational performance, financial outcomes, employee outcomes, innovation, stakeholder value, resilience, and long-term sustainability.

This distinction is important because the existence of an HR practice does not automatically constitute organizational success. Rather, HR practices are expected to influence intermediate employee and organizational mechanisms that subsequently affect broader organizational outcomes. The conceptual logic can therefore be expressed as:

HRM Practices → Employee Ability, Motivation and Opportunity → Employee Behaviour and Human Capital → Organizational Capabilities → Organizational Success

The relationship is further understood as context dependent. Organizational strategy, leadership, culture, technology, organizational size, labour-market conditions, and institutional factors can influence the extent to which HRM practices generate positive outcomes.

2.3 Literature Selection and Analytical Orientation:

The article draws primarily upon established scholarly contributions in human resource management, strategic management, organizational behaviour, and management theory. Particular attention is given to foundational studies that established relationships between HR systems and organizational performance, including research by Arthur (1994), Huselid (1995), Huselid et al. (1997), and related scholarship identified in the original manuscript. Foundational literature is retained because it provides the intellectual basis for the strategic HRM–performance relationship. However, the revised review does not treat these earlier contributions as sufficient in themselves. Contemporary scholarship is required to extend the discussion to developments that have substantially changed the HRM environment, including digital transformation, artificial intelligence, people analytics, remote and hybrid work, changing skill requirements, employee well-being, workforce diversity, and the changing nature of employment. The literature is analyzed thematically rather than presented as a chronological catalogue of studies. The principal themes guiding the synthesis are:

- the evolution of HRM from personnel administration to strategic HRM;
- the role of human capital in organizational performance;
- HRM systems and bundles of mutually reinforcing practices;

- employee ability, motivation, and opportunity;
- organizational capabilities and competitive advantage;
- the relationship between HRM and multidimensional organizational success; and
- contextual factors that may strengthen or constrain HRM effectiveness.

This thematic approach allows the article to move beyond simply describing individual HR practices and instead examine the mechanisms through which HRM may create organizational value.

2.4 Analytical Framework:

The analysis is structured around the distinction between HR inputs, HR mechanisms, organizational capabilities, and organizational outcomes. At the first level, HRM practices constitute organizational investments in people. Recruitment and selection determine the quality and fit of human resources entering the organization. Training and development contribute to the acquisition and renewal of knowledge and skills. Performance management provides mechanisms for aligning employee behaviour with organizational objectives. Compensation and reward systems influence motivation and retention, while participation and employee-relations practices can facilitate communication, commitment, cooperation, and knowledge sharing. At the second level, these practices influence employee characteristics and behaviours. The AMO perspective is particularly useful at this stage because it proposes that employee performance is shaped by employees' *ability, motivation, and opportunity to participate and contribute*. HR practices may therefore affect performance not simply by changing employees directly but by creating conditions under which employees can apply their capabilities effectively. At the third level, individual capabilities can become organizational capabilities through interaction, coordination, knowledge sharing, teamwork, learning, and collective problem solving. This level is particularly important because organizations do not achieve strategic outcomes through isolated individual performance alone. They achieve them through the coordinated deployment of human capabilities. At the fourth level, organizational capabilities can contribute to organizational success. Depending on organizational objectives and context, success may be reflected in productivity, profitability, service quality, innovation, employee retention, customer satisfaction, adaptability, resilience, competitive advantage, and long-term sustainability.

2.5 Theoretical Integration:

Three complementary theoretical perspectives provide the principal foundation for the conceptual analysis.

2.5.1. Human Capital Theory: Explains why investment in employee knowledge, skills, competencies, and development can generate productive value. From this perspective, recruitment, education, training, and development are not simply personnel expenses; they can represent investments intended to increase the productive capacity of employees.

2.5.2. The Resource-Based View: Extends this reasoning to the organizational level. Human resources may contribute to sustained competitive advantage when the knowledge, skills, relationships, and capabilities embedded within the organization create value and cannot easily be replicated by competitors. The strategic importance of HRM therefore depends partly on the organization's ability to transform individual human capital into organizationally embedded capabilities.

2.5.3. The Ability–Motivation–Opportunity perspective; provides an important explanatory mechanism connecting HR practices with employee behaviour. Employees require appropriate abilities to perform their roles, motivation to apply those abilities, and opportunities to participate and contribute. HR systems can influence all three dimensions through recruitment and selection, training, performance management, rewards, participation, communication, and work design. The integration of these perspectives produces a multi-stage theoretical explanation:

- **Human Capital Theory:** Explains the value created by developing employees.
- **AMO Theory:** Explains how HR practices influence employees' ability, motivation, and opportunity to perform.
- **Resource-Based View:** Explains how employee resources and capabilities can become strategically valuable organizational resources.

Together, these perspectives provide a stronger theoretical foundation for understanding the HRM–organizational success relationship than any single perspective considered in isolation.

2.6 Conceptualization of Organizational Success:

A central methodological and conceptual issue in examining HRM is the definition of organizational success. The literature and the original manuscript refer to several related outcomes, including productivity, organizational performance, profitability, survival, competitive advantage, employee satisfaction, and goal attainment. These outcomes should not, however, be treated as interchangeable. For the purposes of this article, organizational success is conceptualized as a multidimensional organizational outcome reflecting the extent to which an organization achieves its strategic, operational, financial, human, and stakeholder-related objectives while maintaining the capacity to adapt and remain sustainable over time.

Table 1: This conceptualization encompasses five broad dimensions

Dimension	Illustrative outcomes
Financial	profitability, revenue growth, cost effectiveness
Operational	productivity, efficiency, quality, service performance

Human/Employee	commitment, retention, satisfaction, workforce capability
Strategic and Innovative	innovation, adaptability, strategic execution
Stakeholder and Sustainability	customer value, stakeholder satisfaction, resilience, long-term viability

This broader conceptualization enables the article to examine HRM as a contributor to organizational success without reducing its value exclusively to short-term financial performance.

2.7 Contextual and Boundary Conditions:

The conceptual analysis recognizes that HRM practices operate within specific organizational and environmental contexts. The effectiveness of an HR practice may therefore vary according to organizational size, industry, strategy, leadership, organizational culture, technology, labour-market conditions, and institutional environment. For example, a sophisticated HR analytics system may be feasible in a large organization with substantial technological and financial resources but less feasible for a small enterprise. Similarly, an HR practice that is effective in a highly stable environment may require substantial modification in a rapidly changing industry. Technological transformation can also alter the skills organizations require and the ways in which employees are recruited, managed, evaluated, and developed. The contextual perspective is particularly important because the original manuscript already identifies organizational size and the costs of HRM investments as important considerations. It observes that organizations with limited financial resources may face difficulties in realizing sufficient returns from extensive HR investments. The revised conceptual approach extends this insight by treating organizational and environmental conditions as potential boundary conditions of the HRM–success relationship.

2.8 Conceptual Synthesis:

The methodological and conceptual approach adopted in this article can therefore be summarized as follows:



Figure 1: The Methodological and Conceptual Approach

This process is influenced by organizational strategy, leadership, culture, technology, organizational size, labour-market conditions, and institutional environment. The framework provides the organizing logic for the remainder of the article. It allows the discussion to move from the traditional functional description of HRM toward a theoretically grounded explanation of how HR practices can create organizational value. It also provides a basis for identifying propositions and relationships that can be examined through future empirical research.

2.9 Scope and Limitations of the Approach:

Because this article is conceptual rather than an empirical investigation, it does not claim to establish causal relationships statistically. The framework represents a theoretically informed synthesis of the literature and provides propositions about relationships that require further empirical testing. This distinction is important. The article's contribution lies primarily in *conceptual integration and theoretical explanation*, rather than in estimating the magnitude of relationships between particular HR practices and particular performance indicators. Future quantitative, qualitative, and mixed-methods research can test the proposed relationships across different organizational, institutional, and industry contexts. The conceptual orientation also means that the article does not assume that all HRM practices are universally beneficial. Instead, effectiveness is expected to depend on the fit and integration of HR practices with employee needs, organizational strategy, organizational capabilities, and environmental conditions. This contingency-oriented position provides a basis for developing a more nuanced understanding of HRM as a strategic contributor to organizational success.

3. Human resource Management: From Personnel Administrative to Strategic Capability:

Human Resource Management (HRM) has undergone a substantial conceptual transformation from a predominantly administrative personnel function toward a strategic organizational capability. Earlier approaches to personnel management concentrated largely on staffing, record keeping, employee administration, compensation, industrial relations, and compliance. By contrast, strategic human resource management (SHRM) views people, human capital, and HR systems as integral components of organizational strategy and competitive performance. This evolution reflects a broader recognition that employees are not merely recipients of organizational policies but active contributors to knowledge creation, innovation, organizational learning, and strategic execution. The traditional personnel-management perspective nevertheless established the foundations upon which contemporary HRM developed. Byars and Rue (2000) defined HRM as the managerial function concerned with providing and coordinating employees, while Cole (1999) emphasized the management of people at work and the pursuit of both organizational efficiency and fairness. Similarly, Obikoya (2002) conceptualized HRM as a specialized management process concerned with people within work organizations. These perspectives remain useful in explaining the operational responsibilities of HRM, including recruitment, selection, training, appraisal, compensation, employee relations, and workforce administration. However, the contemporary strategic perspective extends considerably beyond these administrative responsibilities. Strategic HRM asks not simply whether an organization has effective HR practices, but whether those practices are aligned with organizational strategy and whether they generate valuable human and organizational capabilities. Huselid et al. (1997), for example, distinguished technical HRM effectiveness from strategic HRM effectiveness and demonstrated the importance of HRM's strategic contribution to organizational performance. Similarly, Huselid (1995) found that systems of high-performance HR practices were associated with lower employee turnover, higher productivity, and stronger financial performance. The strategic shift is therefore not a rejection of traditional personnel administration. Rather, it represents an expansion of the HR function. Administrative effectiveness remains necessary, but it is insufficient for organizations operating in environments characterized by technological transformation, competitive uncertainty, changing workforce expectations, and rapidly evolving skill requirements. Contemporary HR functions increasingly participate in workforce planning, organizational transformation, leadership development, talent management, organizational design, analytics, and strategic decision-making. Recent research reinforces this transition. Jo (2024) argues that the HR function can generate strategic value through relational activities involving employees, line managers, and senior executives. This perspective is important because HR's strategic contribution does not arise solely from formal HR policies; it also emerges through the relationships and advisory processes through which HR specialists influence organizational stakeholders. The transformation can therefore be represented as a progression:

Personnel administration → Human resource management → Strategic HRM → Human capital management → Organizational capability development

This progression provides an important foundation for the present conceptual framework. HRM is viewed not merely as an organizational support function but as a mechanism through which human resources can be transformed into organizational capabilities and strategic outcomes.

3.1 HRM Practices as an Integrated System:

A central insight from strategic HRM research is that individual HR practices should not necessarily be considered independently. Recruitment, selection, training, performance management, compensation, participation, career development, and employee relations can operate as mutually reinforcing elements of an integrated HR system. Arthur (1994) demonstrated that HR systems emphasizing employee commitment were associated with differences in manufacturing performance and turnover. Huselid (1995) similarly examined bundles of high-performance HR practices rather than isolated practices and identified relationships with productivity, turnover, and financial performance. MacDuffie and Krafcik (1992) also demonstrated the importance of integrating human resource practices with production systems in high-performance manufacturing environments. These findings support a systems perspective in which the effectiveness of HRM derives partly from the consistency and complementarity among practices. A recruitment system that attracts highly qualified employees may have limited strategic value if employees subsequently receive inadequate training, weak performance feedback, inappropriate rewards, or few opportunities to participate in organizational decision-making. Contemporary research continues to support this systems perspective. A recent review of strategic HRM research identifies configurational HRM architectures and the mechanisms connecting HR systems with organizational outcomes as central themes in the development of the field. The present article therefore conceptualizes HRM practices as an integrated system rather than a collection of independent administrative activities. The central proposition is that HR practices generate greater strategic value when they collectively develop employee ability, motivation, and opportunity and when they are aligned with organizational strategy.

4. Human Capital, Employee Capabilities and Organizational Value:

Human Capital Theory provides an important explanation for why investment in employees can generate organizational value. Employees possess knowledge, skills, experience, competencies, creativity, and problem-solving capabilities that contribute to productive activity. Recruitment, education, training, professional development, and experience can therefore increase the productive capacity of the workforce. From this perspective, expenditure on employee development should not automatically be regarded as a cost. It can represent an investment in productive capacity. However, the strategic value of human capital depends on the organization's ability to retain, deploy, coordinate, and continually renew that knowledge. The Resource-Based View (RBV) provides an additional explanation for how human resources can contribute to competitive advantage. Barney (1991) argued that valuable, rare, difficult-to-imitate, and organizationally embedded resources can provide the foundation for sustained competitive advantage. Human capital can satisfy these conditions when employees possess specialized knowledge, organizational experience, social relationships, and capabilities that competitors cannot easily reproduce. Nevertheless, an important distinction must be made between individual human capital and organizationally

embedded human capital. An organization may employ highly talented individuals without necessarily possessing a corresponding organizational capability. The strategic challenge is therefore to convert individual knowledge into collective capabilities through teamwork, organizational learning, knowledge sharing, routines, leadership, culture, and coordination. This distinction is supported by contemporary human capital research. Zhang et al. (2023), in a content and meta-analytic review, note substantial variation in how human capital resources are conceptualized and measured. Their work reinforces the importance of treating human capital as a multidimensional organizational resource rather than simply counting employee qualifications or years of experience. The strategic value of human capital can therefore be conceptualized through three stages:

1. **Human capital acquisition:** Attracting employees with relevant knowledge and competencies;
2. **Human capital development:** Strengthening knowledge, skills, adaptability, and professional capabilities;
3. **Human capital deployment:** Enabling employees to apply their capabilities to organizational objectives.

HRM becomes strategically important when it facilitates all three processes.

5. The Ability-Motivation-Opportunity Framework:

The Ability–Motivation–Opportunity (AMO) framework provides a particularly useful mechanism for explaining how HR practices influence employee behaviour and, subsequently, organizational outcomes. The framework proposes that performance depends on employees having the *ability* to perform, the *motivation* to apply that ability, and the *opportunity* to contribute. Ability-enhancing practices include recruitment, selection, education, training, coaching, and development. Motivation-enhancing practices include compensation, recognition, performance management, career opportunities, and rewards. Opportunity-enhancing practices include employee participation, autonomy, information sharing, teamwork, job design, and mechanisms through which employees can contribute to organizational decisions. The importance of the AMO framework is that it prevents HRM from being reduced to a simple assumption that employees automatically perform better when organizations invest in them. Employees may possess considerable ability but lack motivation. Alternatively, they may possess ability and motivation but lack the organizational opportunity to apply their capabilities. Recent scholarship has identified precisely this issue. Bos-Nehles et al. (2023), reviewing 104 quantitative HRM studies, found considerable variation in the conceptualization and measurement of AMO and emphasized the importance of distinguishing AMO-enhancing practices from employees' actual ability, motivation, and opportunity. Their review also indicates that ability and motivation can operate as mediating mechanisms, while opportunity can function as an important boundary condition. Empirical research further supports the relevance of the AMO mechanism. Li et al. (2022) found that AMO-enhancing strategic HRM can influence organizational performance through organizational emotional capability and intellectual capital, although the strength of particular AMO dimensions varies across organizational development stages. Accordingly, the present framework proposes:

HRM practices → Ability + Motivation + Opportunity → Employee behaviour → Human capital → Organizational capabilities → Organizational success

This sequence addresses an important weakness in simplistic HRM-performance models. HRM does not necessarily produce performance directly. Instead, HRM operates through multiple intermediate mechanisms.

6. From Employee Capabilities to Organizational Capabilities:

The transformation of individual human capital into organizational capability represents a critical stage in the proposed framework. Organizations do not achieve strategic outcomes simply because individual employees possess knowledge or skills. Rather, organizational value emerges when individual capabilities are coordinated and embedded in collective processes. Organizational capabilities include knowledge sharing, teamwork, innovation, organizational learning, problem solving, adaptability, strategic execution, and the capacity to reconfigure resources in response to environmental change. The organization therefore becomes more than the sum of its individual employees. This perspective connects strategic HRM with the dynamic capabilities literature. Teece et al. (1997) conceptualized dynamic capabilities as the ability of firms to integrate, build, and reconfigure internal and external competencies in response to changing environments. More recent research specifically connects HRM with dynamic capabilities and argues that HRM dynamic capabilities can facilitate knowledge building, social integration, and organizational reconfiguration. This connection is particularly relevant in contemporary organizations because workforce capabilities must continuously adapt. Digital transformation, artificial intelligence, automation, changing customer expectations, and new forms of work require organizations to renew employee skills and organizational routines continuously. The strategic role of HRM therefore extends beyond maintaining an existing workforce. HRM can contribute to the organization's capacity to sense emerging capability requirements, develop relevant human resources, deploy talent, and reconfigure workforce structures. This dynamic perspective also explains why organizations operating in highly uncertain environments may benefit particularly from HRM systems that encourage learning, flexibility, knowledge sharing, and adaptability. Research on HRM dynamic capabilities indicates that such capabilities can strengthen strategic agility in uncertain and changing environments.

7. HR, Technology and the Digital Transformation of Work:

Technological transformation has fundamentally altered the role and scope of HRM. The original manuscript correctly recognized that technology changes the skills employees require and influences how work is organized. However, the contemporary technological environment extends substantially beyond the computerization and robotics discussed in earlier personnel-management literature. Organizations now employ digital HR

platforms, artificial intelligence, people analytics, automated recruitment systems, digital learning platforms, workforce-management technologies, and data driven performance systems. These technologies can improve the speed, accessibility, and analytical capacity of HR decision-making, but they also create new requirements concerning data quality, privacy, fairness, transparency, and managerial judgment. Research on e-HRM provides evidence that digital HR systems can influence organizational performance. A meta-analysis by Strohmeier and colleagues' research stream, for example, identifies technological, organizational, individual, and social factors affecting e-HRM adoption and reports positive relationships between e-HRM and performance. However, technology should not be treated as a substitute for human capability. Digital HR systems create value only when employees and managers possess the knowledge and motivation to use them effectively. This reinforces the AMO perspective: technological resources can increase opportunity, but organizations still require employee ability and motivation to convert technology into productive outcomes. Strategic HRM must therefore increasingly address both human capability and technological capability. The strategic question is not whether technology should replace people, but how organizations can redesign work so that human and technological capabilities complement one another.

8. HRM and Multidimensional Organizational Success:

One of the central arguments of this article is that organizational success should not be reduced to financial performance alone. Although profitability, revenue growth, and cost efficiency remain important, contemporary organizations are also evaluated according to productivity, innovation, employee outcomes, customer satisfaction, resilience, sustainability, and their capacity to adapt. The original HRM-performance literature provided important evidence that HR systems can influence organizational performance. Huselid (1995), for example, associated high-performance HR practices with productivity, turnover, and corporate financial performance. Arthur (1994) linked HR systems with manufacturing performance and turnover, while Pfeffer (1994) emphasized the potential competitive advantage associated with effectively managing people. Importantly, different HR practices may affect different dimensions of organizational success. Training may initially influence employee capability; participation may influence commitment and knowledge sharing; performance management may influence strategic alignment; and integrated HR systems may ultimately influence productivity, innovation, and financial performance. Consequently, the absence of an immediate financial effect should not necessarily be interpreted as evidence that HRM has no organizational value. Some HR outcomes operate over longer time horizons and through intermediate mechanisms.

9. Contextual and Boundary Conditions of the HRM-Success Relations:

A major limitation of universalistic approaches to HRM is the assumption that particular HR practices will produce similar outcomes across organizations. The evidence suggests instead that organizational context matters. Contextual conditions include organizational strategy, leadership, organizational culture, technology, organizational size, industry characteristics, labour-market conditions, institutional environments, and national context. The importance of context was already apparent in earlier research. Huselid et al. (1997) distinguished technical and strategic HRM effectiveness, while subsequent research has emphasized that HRM-performance relationships can vary according to organizational and environmental characteristics. A moderating meta-analysis of HRM-performance research found that societal context, industry sector, firm size, performance outcomes, and participant characteristics explain substantial variation in observed HRM-performance relationships. This finding strongly supports a contingency perspective. Organizational strategy is particularly important. HRM systems should develop the human capabilities required to implement the organization's strategic priorities. An innovation-oriented organization may therefore require HR practices emphasizing creativity, learning, experimentation, collaboration, and knowledge sharing, whereas a cost-leadership organization may place greater emphasis on efficiency, process discipline, productivity, and workforce optimization. Leadership is another important boundary condition. HR policies cannot generate strategic outcomes if managers do not implement them consistently. Line managers are therefore central actors in translating formal HR policies into employees' actual experiences. Organizational culture similarly determines whether employees feel able and willing to use their capabilities. A culture that discourages experimentation may limit the benefits of training and employee participation, whereas a learning-oriented culture can amplify the effects of development and knowledge-sharing practices. Organizational size also matters. Large organizations may have greater financial and technological resources to implement sophisticated HR analytics and talent systems, while smaller organizations may depend more heavily on informal relationships, managerial involvement, and flexible HR practices. These contextual factors imply that HRM effectiveness is better understood as a fit and configuration problem than as a universal list of best practices.

10. Discussion:

The conceptual analysis developed in this article provides a more comprehensive explanation of how Human Resource Management can contribute to organizational success. Rather than assuming a direct and automatic relationship between HR practices and performance, the proposed framework identifies a multilevel pathway connecting HRM systems with employee outcomes, organizational capabilities, and multidimensional organizational success. The central contribution is therefore the integration of four analytical levels:

HRM practices → Employee AMO → Human capital and behaviour → Organizational capabilities → Organizational success

This model extends the traditional HRM-performance relationship by opening the “black box” between HR practices and organizational outcomes. The importance of this approach is supported by contemporary strategic HRM scholarship, which continues to identify the mechanisms, mediators, moderators, and multilevel processes linking HR systems with performance as major unresolved issues in the field.

10.1 Theoretical Implications:

First, the framework integrates Human Capital Theory, the Resource-Based View, and the AMO perspective. Human Capital Theory explains why organizations invest in employees; AMO explains how HR practices influence employee behaviour; and RBV explains why organizationally embedded human capabilities may become sources of competitive advantage. The integration is theoretically important because each perspective addresses a different stage of the value-creation process. Human Capital Theory is primarily concerned with the productive value of knowledge and skills. AMO provides a behavioural mechanism explaining whether employees can and will apply those capabilities. RBV explains why capabilities that become embedded within organizational systems may create strategic value. The framework therefore avoids relying on any single theoretical perspective to explain the complete HRM-performance relationship.

10.2 HRM as a Capability-Building System:

Second, the analysis positions HRM as a capability-building system rather than merely an administrative function. Recruitment determines the quality and strategic fit of human resources entering the organization. Training and development renew employee capabilities. Performance management aligns behaviour with strategic priorities. Rewards influence motivation and retention. Participation and employee involvement create opportunities for employees to contribute knowledge and ideas. The strategic value of HRM consequently lies in the cumulative effect of these activities. This argument is consistent with evidence that HR systems are more informative when examined as configurations rather than isolated practices. Arthur (1994) and Huselid (1995) were particularly influential in establishing this systems perspective, while contemporary research continues to develop it through configurational, multilevel, and dynamic-capability approaches.

10.3 The Importance of the AMO Mechanism:

Third, the framework highlights that employees must possess the ability, motivation, and opportunity to contribute. This is particularly important because organizations sometimes invest heavily in employee development without redesigning jobs or managerial systems to allow employees to use their new knowledge. For example, training can increase ability, but if employees are not rewarded for applying new skills, motivation may remain weak. Similarly, employees may be highly skilled and motivated but unable to contribute because decision-making remains excessively centralized. The AMO perspective therefore provides an important diagnostic tool for managers. When performance problems emerge, organizations should ask whether the underlying constraint concerns employee capability, motivation, or opportunity rather than assuming that additional training is always the appropriate solution. Recent AMO scholarship reinforces this point by demonstrating that ability and motivation can function as mediating mechanisms while opportunity can act as an important boundary condition.

10.4 From Individual Human Capital to Collective Capability:

Fourth, the framework emphasizes the transformation of individual capabilities into organizational capabilities. This is arguably one of the most important stages in the HRM value-creation process. An organization can employ highly educated and talented individuals while still performing poorly if employees work in isolation, knowledge is not shared, organizational learning is weak, or strategic priorities are unclear. HRM therefore creates strategic value partly by facilitating coordination and integration. This insight connects HRM with dynamic capabilities. Contemporary research suggests that HRM dynamic capabilities can help organizations build knowledge, promote social integration, and reconfigure human resources and practices in response to environmental change. Thus, the strategic role of HRM is increasingly concerned not simply with possessing talent but with orchestrating talent.

10.5 HRM and Organizational Adaptability:

Fifth, the analysis suggests that HRM can contribute to organizational resilience and adaptability. In stable environments, organizations may rely heavily on standardized routines. In uncertain environments, however, employees must learn continuously, organizations must redeploy skills, and managers must adjust workforce structures. HRM can facilitate this adaptability through continuous learning, cross-functional collaboration, leadership development, internal mobility, succession planning, knowledge management, and flexible work arrangements. The relationship between HRM and adaptability is especially important in the context of technological transformation. Digitalization and artificial intelligence are changing the content of work and the capabilities organizations require. HRM must therefore increasingly operate as a mechanism for continuous workforce renewal rather than simply workforce maintenance.

10.6 Digital HRM and Evidence-Based Decision-Making:

Sixth, the framework has implications for digital HRM and people analytics. Digital HR systems can provide organizations with more timely information about recruitment, turnover, skills, performance, and workforce trends. Research on strategic human capital analytics suggests that analytics can contribute to organizational and market performance partly through improved managerial decision-making. However, the strategic value of HR analytics depends on the quality of the underlying data and the ability of managers to interpret and use that information. Consequently, digital HR capability should be regarded as complementary to, rather than a replacement for, managerial judgment and human expertise. This observation further supports the conceptual model's emphasis on organizational capability. Technology provides information and analytical capacity, but organizations require people and managerial processes capable of converting information into effective decisions.

10.7 Multidimensional Organizational Success:

Seventh, the discussion demonstrates why organizational success should be measured across multiple dimensions. If HRM is evaluated exclusively through short-term financial performance, important contributions may remain invisible. For example, leadership development may improve managerial capability before financial improvements become visible. Training may initially increase employee competence before productivity gains emerge. Employee participation may improve knowledge sharing and innovation before these outcomes translate into revenue growth. Consequently, HRM evaluation should incorporate leading and lagging indicators. Leading indicators may include employee capability, engagement, knowledge sharing, internal mobility, learning, and leadership quality. Lagging indicators may include productivity, profitability, customer satisfaction, innovation outcomes, retention, and organizational growth. This distinction is consistent with the strategic measurement logic of Kaplan and Norton (1992, 1993) and with the broader strategic HRM literature emphasizing the need to connect HR indicators to organizational outcomes.

10.8 The Role of Context:

Finally, the findings of this conceptual analysis suggest that the HRM-performance relationship should be interpreted contingently. There is unlikely to be a single HRM configuration that is equally effective across all organizations. The appropriate HR system depends on organizational strategy, workforce characteristics, institutional conditions, technological requirements, leadership, organizational culture, and environmental uncertainty. This conclusion is particularly important given evidence that contextual and methodological factors explain substantial variation in observed HRM-performance relationships. The framework consequently adopts a *strategic-fit and configuration perspective*. HRM practices should be mutually reinforcing, aligned with strategy, appropriate to the workforce, and sufficiently flexible to respond to environmental change.

10.9 Overall Conceptual Contribution:

Taken together, the analysis proposes that HRM creates organizational value through a cumulative and context-dependent process rather than through isolated HR interventions.

The proposed mechanism can be summarized as:



Figure 2: Conceptual contribution to the HRM

This conceptualization contributes to the HRM literature by connecting established theories and empirical traditions within one integrated framework. It retains the foundational insight of earlier HRM research that effective people-management systems matter for organizational performance while incorporating contemporary concerns surrounding dynamic capabilities, digital transformation, human capital analytics, employee participation, organizational adaptability, and multidimensional organizational success. The framework should not, however, be interpreted as establishing universal causality. Because this article is conceptual, the proposed relationships require empirical testing across industries, organizational sizes, national contexts, and levels of environmental uncertainty. Future studies could test the mediating role of employee AMO, the transformation of human capital into organizational capabilities, and the moderating influence of organizational strategy, leadership, culture, technology, and institutional conditions. The central proposition is therefore that HRM becomes a strategic driver of organizational success when HR practices are integrated, strategically aligned, translated into employee ability, motivation and opportunity, and subsequently embedded into organizational capabilities that generate multidimensional value.

11. Conclusion:

Human resource management has evolved from a predominantly administrative personnel function into an increasingly strategic organizational capability (Huselid et al., 1997; Jo et al., 2024). This transformation reflects the recognition that people are central to the acquisition, coordination, interpretation, and application of organizational resources (Barney, 1991; Zhang et al., 2023). The central argument of this article is that effective HRM does not generate organizational success simply because organizations implement individual HR practices. Rather, HRM creates value through an

interconnected process (Arthur, 1994; Huselid, 1995; Bos-Nehles et al., 2023). *HRM practices develop employee ability, motivation, and opportunity; these conditions influence employee behaviour and human capital; employee capabilities become organizational capabilities through coordination, knowledge sharing, teamwork, learning, and innovation; and organizational capabilities subsequently contribute to multidimensional organizational success* (Bos-Nehles et al., 2023; Zhang et al., 2023; Teece et al., 1997). The integration of Human Capital Theory, the Resource-Based View, and the *Ability–Motivation–Opportunity* framework provides a stronger theoretical explanation of this process (Barney, 1991; Bos-Nehles et al., 2023). The article also demonstrates that HRM effectiveness is contingent upon organizational strategy, leadership, culture, technology, organizational size, labour-market conditions, and institutional environments (Huselid et al., 1997; Bos-Nehles et al., 2023; Jo et al., 2024). HRM should therefore not be understood as a universal collection of practices that produces identical results in every organization (Huselid et al., 1997; Bos-Nehles et al., 2023). The strategic challenge for organizations is to develop HR systems that are coherent, contextually appropriate, and aligned with organizational objectives (Arthur, 1994; Huselid, 1995; Jo et al., 2024). HR professionals and organizational leaders should consequently focus not only on managing employees efficiently but also on developing the human and organizational capabilities required for long-term adaptation and value creation (Teece et al., 1997; Samson & Bhanugopan, 2022). Ultimately, effective HRM should be viewed as a mechanism for transforming human potential into organizational capability and organizational capability into sustainable value (Barney, 1991; Teece et al., 1997; Zhang et al., 2023). The contribution of HRM is therefore not limited to recruitment, compensation, training, or employee administration. Its broader strategic significance lies in helping organizations build the people, capabilities, relationships, and organizational conditions necessary to achieve their objectives and remain resilient in changing environments (Jo et al., 2024; Teece et al., 1997).

12. Limitations and Future Research:

This article is conceptual and does not provide primary empirical evidence capable of statistically establishing causal relationships. The proposed framework should therefore be understood as a theoretically informed model rather than a tested causal model.

Future research could empirically examine the framework using quantitative, qualitative, or mixed-method approaches. Quantitative studies could test the proposed relationships among HRM practices, AMO variables, organizational capabilities, and organizational performance. Qualitative studies could investigate how organizations actually transform employee-level capabilities into collective organizational capabilities. Longitudinal research would be particularly valuable because many HR investments require time before their effects become visible. Future studies could also examine whether the framework operates differently across:

- large and small organizations;
- manufacturing and service organizations;
- public and private organizations;
- developed and emerging economies;
- high-technology and traditional industries; and
- stable and highly dynamic environments.

Further research could also investigate how digital transformation, artificial intelligence, people analytics, hybrid work, changing skill requirements, and evolving employment relationships influence the HRM–organizational success relationship.

13. REFERENCES:

- Arthur, J. B. (1994). Effects of human resource systems on manufacturing performance and turnover. *Academy of Management Journal*, 37(3), 670–687. <https://doi.org/10.2307/256705>
- Bos-Nehles, A., Townsend, K., Cafferkey, K., & Soens, N. (2023). Examining the Ability–Motivation–Opportunity (AMO) framework in HRM research: Conceptualization, measurement and interactions. *International Journal of Management Reviews*. <https://doi.org/10.1111/ijmr.12332>
- Byars, L. L., & Rue, L. W. (2000). *Human resource management*. McGraw-Hill.
- Cole, G. A. (1999). *Personnel management: Theory and practice*. Ashford Colour Press.
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635–672. <https://doi.org/10.2307/256741>
- Huselid, M. A., Jackson, S. E., & Schuler, R. S. (1997). Technical and strategic human resource management effectiveness as determinants of firm performance. *Academy of Management Journal*, 40(1), 171–188. <https://doi.org/10.2307/257025>
- Jo, J. (2024). How the human resource (HR) function adds strategic value: A relational perspective of the HR function. *Human Resource Management*. <https://doi.org/10.1002/hrm.22184>
- Kaplan, R. S., & Norton, D. P. (1992). The balanced scorecard—Measures that drive performance. *Harvard Business Review*, 70(1), 71–79.
- Kaplan, R. S., & Norton, D. P. (1993). Putting the balanced scorecard to work. *Harvard Business Review*, 71(5), 134–147.
- Li, T., et al. (2022). The impact of ability-, motivation-, and opportunity-enhancing strategic human resource management on performance: The mediating roles of emotional capability and intellectual capital. *Asia Pacific Journal of Human Resources*. <https://doi.org/10.1111/1744-7941.12293>
- MacDuffie, J. P., & Krafcik, J. F. (1992). Integrating technology and human resources for high-performance manufacturing: Evidence from the international auto industry. In T. A. Kochan & M. Useem (Eds.), *Transforming organizations* (pp. 209–225). Oxford University Press.
- Obikoya, J. (2002). *The foundations of human resource management*. Pius Debo Press.
- Obisi, C. (1996). *Personnel management*. Jacobd Enterprises.
- Ojo, F. (1997). *Human resource management*. Ement Company.
- Ostroff, C. (1995). Human resource management: Ideas and trends in personnel. *Personnel Journal / CCH Incorporated*.

-
- Pfeffer, J. (1994). *Competitive advantage through people: Unleashing the power of the workforce*. Harvard Business School Press.
 - Samson, K., & Bhanugopan, R. (2022). Strategic human capital analytics and organisation performance: The mediating effects of managerial decision-making. *Journal of Business Research*, 144, 637–649. <https://doi.org/10.1016/j.jbusres.2022.02.007>
 - Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509–533. [https://doi.org/10.1002/\(SICI\)1097-0266\(199708\)18:7%3C509::AID-SMJ882%3E3.0.CO;2-Z](https://doi.org/10.1002/(SICI)1097-0266(199708)18:7%3C509::AID-SMJ882%3E3.0.CO;2-Z)
 - Ulrich, D. (1989). Assessing human resource effectiveness: Stakeholder, index, and relationship approaches. *Human Resource Planning*, 12, 301–315.
 - Whitener, E. M. (1997). The impact of human resource activities on employee trust. *Human Resource Management Review*, 7(4), 389–404. [https://doi.org/10.1016/S1053-4822\(97\)90026-8](https://doi.org/10.1016/S1053-4822(97)90026-8)
 - Zhang, L., Van Iddekinge, C. H., Ployhart, R. E., Arnold, J. D., & Jordan, S. L. (2023). The definition and measurement of human capital resources: A content and meta-analytic review. *Journal of Applied Psychology*, 108(12), 2069–2091. <https://doi.org/10.1037/apl0001088>