



Beyond Hiring: A PLS-SEM Analysis of Integrated HRM Systems and Organizational Performance in Emerging Economy Banking

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Abstract

Article Info

Purpose: This study examines the impact of integrated Human Resource Management (HRM) systems on the performance of organization in emerging economy banking as there is a paucity of empirical research on integrated HRM bundles as opposed to individual practice.

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Methods: The current research has a cross-sectional design based on quantitative research and a sample of 211 employees of six commercial banks in Nepal and the PLS-SEM is used. The HRM practices are delineated as interconnected aspects of an integrated HRM system (bundle), and are also described as separate latent constructs, so that the individual and interactive impacts on organizational performance can be measured.

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Results: Findings prove compensation and reward, ($\beta = 0.264$, $p < 0.01$) performance appraisal, ($\beta = 0.259$, $p < 0.01$) and training and development significantly increase organizational performance. In contrast, recruitment and selection does not show a significant direct effect, suggesting that there is little differentiation of performance in the hiring stage.

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Conclusion: The theoretical contribution made by organizational performance in the banking sector is that the capability development and performance alignment of the employees and motivational mechanisms is the dominant source of performance compared to the initial hiring practices in the banking sector, which in turn theoretically contributes to the integrated HRM-performance framework and practically guides the banks towards focusing on training, appraisal and performance-based rewards.

Keywords: Banking sector, human capital, performance of organizations, PLS-SEM, strategic HRM

JEL Classification: M54, G21, O15

I. Introduction

Can the commercial banks in emerging economies maintain organizational performance without a strategic management of human capital in a digital disruption and a regulatory intensity era? The service industries that are based on knowledge (banking, etc.) also develop

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their competitive advantage not through the material resources but through the efficient use of human resources (Javalgi et al., 2011; Prajogo & Oke, 2016). The capabilities of employees and their alignment are the key elements of service quality and compliance since they are the initial point of interface with institutions, customers, and regulatory measures (Boustani, 2022; Rodrigues et al., 2023). Based on this, the performance of organizations largely relies on the effectiveness with which human capital is developed, inspired, and strategized as opposed to being acquired (Peng et al., 2026).

The modern literature in Human Resource Management (HRM) frames HRM as a system and not a collection of administrative functions that are independent of each other (Becker and Huselid, 1998; Boxall & Purcell, 2016). The change is based on the complementary theoretical views. Human Capital Theory focuses on investment in employee-related skills as a means to gain productivity (Becker, 1964) whereas the Resource-Based View focuses on firm-specific human capital as a means to gain competitive advantage in the long run (Barney, 1991). Building on such considerations, Ability-Motivation-Opportunity (AMO) concept elucidates the impact of HR practices on performance based on behavioral processes (Appelbaum et al., 2000). Notably, these views all lead to an important point: the organizational outcomes are not influenced by individual HR practices alone, but by internally coherent combinations of practices HRM bundles, configurations of internally enhancing practices that harmonize employee skills, incentives, and opportunities (Jiang et al., 2012).

Although theoretically there are strong support, there are still empirical findings that are disjointed. An impressive body of literature uses the best-practice approach, investigating single HR aspects training or compensation, separately (Gulzar, 2018). Although these studies have positive impacts, they do not take complementarities of practices into consideration and this may underestimate systemic HRM impacts. On the other hand, the literature on high-performance work systems focuses more on the synergy, implying that bundles of HR practices produce better and more enduring performance results than practices that are isolated (Huselid, 1995). Nonetheless, there is limited evidence on such integrated systems especially in the emerging economies.

The second limitation is related to the level of analysis. The literature on Nepal is more based on the results of employees at the individual level, like job satisfaction or commitment (Lama, 2022; Ojha et al., 2025). Though these variables are important, they are more of mediators than the end outcomes of an organization. This poses a disjuncture between the HRM theory with its focus on the performance implication and empirical research which frequently does not go as far as to quantify organizational performance directly.

The third issue is associated with the contextual specificity. A lot of the HRM- performance literature is formulated in the Western environment where there is flexibility in labor markets and autonomy of the management. Conversely, the Nepalese banking industry is in a highly regulated and changing institutional framework influenced by digital transformation and compliance (Nepal Rastra Bank [NRB], 2023). These circumstances can change the functionality and interplay of HR practices, which casts doubt on the applicability of the existing models. In addition, previous research is concentrated in large urban areas geographically and there is scarce evidence on upcoming commercial areas like Chitwan.

Combining these limitations, one can point out a significant gap: empirically based, context, specific analysis of integrated HRM systems and the direct impact on the organizational performance are missing. To fill this gap, it is necessary to go beyond fragmented approaches to systemic approach that considers the overall impact of HR practices.

This paper is a response to this requirement; it looks at HRM as a component system that includes recruitment and selection, training and development, performance appraisal and compensation and reward. The practices are not perceived as independent drivers but as interconnected elements of a coherent HR bundle and correlated with the AMO framework and the logic of resources. This study sheds a more holistic and context-driven insight into

the functioning of HR systems in the emerging economies by concentrating on the results of organizational performance in the context of Nepalese commercial banks.

By doing this, the study helps to advance the literature in three aspects. First, it expands HRM-performance research by empirically testing the bundle perspective in a controlled emerging-economy situation. Second, it changes the analytical perspective of attitude of employees to organizational results. Third, it provides context-based information in matching the HR systems with performance and regulatory requirements within the banking industry.

This paper, therefore, develops the following hypotheses:

H₁: Recruitment and selection has a positive effect on organizational performance in Nepalese commercial banks.

H₂: Training and development has a positive effect on organizational performance in Nepalese commercial banks.

H₃: Performance appraisal has a positive effect on organizational performance in Nepalese commercial banks.

H₄: Compensation and reward has a positive effect on organizational performance in Nepalese commercial banks.

This research contributes to previous studies on HRM and performance in three ways. First, in terms of the context, it offers insights from Nepalese commercial banks, an emerging economy context with a highly regulated banking system less studied in the literature. Second, in terms of methodology, it uses PLS-SEM to explore performance outcomes, rather than employee-level attitudinal variables. Third, construct-wise, it views HRM practices as a system, which reflects the overall impact of recruitment and selection, training and development, performance appraisal and compensation and reward. These developments provide both theoretical and practical implications for the integration of HRM systems and performance.

II. Reviews

The correlation between the Human Resource Management (HRM) and the organizational performance has shifted to become not only a matter of operation but a major theme in strategic management studies. The initial views of HRM were that it is an administrative task, whose main role is staffing and payroll. Modern research, nevertheless, applies the HRM systems into the strategic resources that can influence the long-term organizational results, especially in services-based industries like banking (Becker and Huselid, 1998; Boxall & Purcell, 2016). HRM is a determining factor in the performance of the institution in banking, where the competence and behavior of the employees is a vital issue in the quality of service, adherence to regulatory standards, and risk management in the banking sector.

HRM-performance linkage is theoretically explained using a number of complementary frameworks. Human Capital Theory (HCT) is a theory which considers the knowledge, skills, and abilities of employees as investments in the form of productivity and performance returns (Becker, 1964). In this rationale, recruitment and training are not expenses, but strategic inputs, which add value to the organization. Building on this line of thought the Resource-Based View (RBV) holds that a sustainable competitive advantage is the result of internal resources that are valuable, rare, inimitable and non-substitutable (Barney, 1991). Routine-based, compliance skills, and relationship capabilities of firm-specific human capital fulfill these requirements when backed by consistent HR systems.

Although HCT and RBV describe the rationale behind the importance of HRM, the Ability Motivation Opportunity (AMO) model explains the effect of HR practices on performance. AMO theory holds that employees can be effective when they have the capability to do, have the motivation to work hard and given a chance to serve (Appelbaum et al., 2000). Recruitment and training develop ability, performance appraisal and rewards develop

motivation and participative structures provide opportunity. The result of performance, then, is not the result of separation in practices but of the interplay of the mutually complementary HR systems (Jiang et al., 2012). The following theory that adds to this rationale is Goal Setting Theory which shows that strategic goals, which are hard, specific and quantifiable and have to be incorporated into performance appraisal systems, transform organizational strategy into individual action, increasing accountability and effort (Locke & Latham, 1990).

Although there is an agreement in the theory, the empirical evidence suggests that there are still tensions. One of the current trends of research is the best-practice approach, which explores aspects of HR individually, i.e., compensation or training (Rawashdeh & Al-Adwan, 2012; Gulzar, 2018). Despite these positive reports, there are complementarities in HR practices, which these studies did not take into account. On the contrary, the need to focus on bundled HR configurations is presented in high-performance work system research that suggests that synergistic effects are more powerful than the totality of individual practices (Huselid, 1995). Nonetheless, such a systemic view is not fully applied to the situation in developing countries.

The second conflict is the level of analysis. Nepal is not an exception, with numerous studies being based on results of employees at individual levels, including job satisfaction, commitment, or motivation (Lama, 2022; Ojha et al., 2025). Although these constructs are theoretically significant, they are intermediate processes as opposed to end products of an organization. The implication of AMO theory is that performance management and reward alignment are needed to transform the attitude of the employees into a quantifiable product. In the absence of this translation, the improvements could only be attitudinal and not performance-driven.

A third gap is contextual embeddedness. The majority of HRM theories have been formulated within the Western economies where the labor market is flexible, and managers have autonomy. The banking industry in Nepal is under a highly regulated institutional environment, which is determined by the directives of Nepal Rastra Bank, labour laws, and government ownership models. The requirements of compliance-based trainings, standardized remuneration system and bureaucratic restrictions can change the nature of HR practices. The empirical evidence implies that financial incentives have a specific strong impact on performance in Nepalese financial institutions due to the economic and labor-market phenomena (Karki et al., 2023). Such circumstances cast doubt on the generalizability of HRM-performance models that are not adjusted to the context.

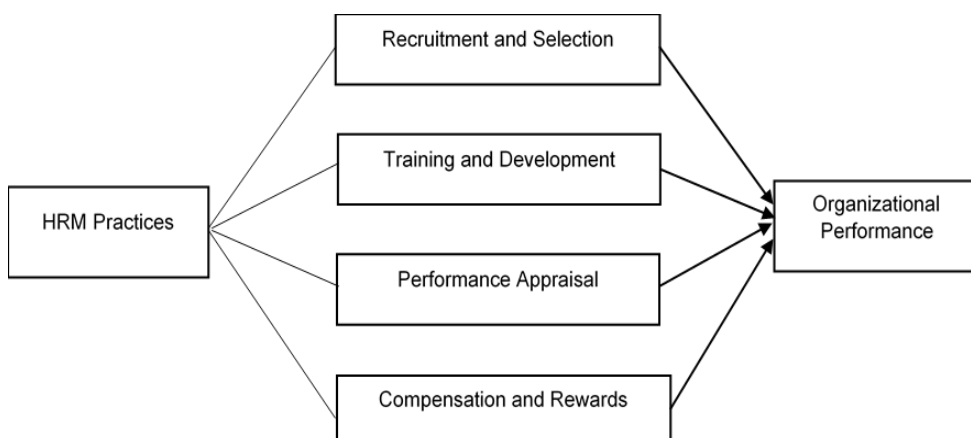
In reaction to the above gaps, the current study conceptualizes the concept of HRM as a system that is integrated; it includes recruitment and selection, training and development, performance appraisal, and compensation and reward. The point of entry and acquisition of valuable human capital in line with RBV lies in recruitment and selection. Training and development make HCT operational, which involves developing firm-specific capabilities. Performance appraisal converts the Goal Setting Theory to systematic behavioral alignment and compensation and reward promotes the motivational mechanism highlighted in AMO theory. Organizational performance is therefore perceived as the resultant effect of the systemic HR alignment and not individual actions.

This study has applied the HRM theory to a regulated emerging-economy setting by empirically studying these relationships in Nepalese commercial banks that provide services in Chitwan. It combines various theoretical approaches, changes the analytical focus regarding employee attitudes to organizational outcomes and challenges the conditions of predominance of HRM frameworks. By so doing, the research adds context sensitive evidence that narrows down the existing theory and provides strategic HRM practice in formulating financial systems.

Figure 1*Conceptual Framework*

Independent Variables

Dependent Variable

**III. Methodology**

This research adopts a quantitative cross-sectional design to investigate the association between integrated Human Resource Management (HRM) practices and performance in commercial banks in Nepal. A quantitative method is suitable for examining theoretically proposed relationships between latent constructs and estimating predictive relationships using structural equation modeling (SEM) (Hair et al., 2022). The research was undertaken among the employees of six commercial banks in Chitwan, Nepal: Nepal Bank Limited, Rastriya Banijya Bank Limited, Agricultural Development Bank Limited, Global IME Bank Limited, Nabil Bank Limited and Nepal Investment Mega Bank Limited. These banks are both public and private sector banks regulated by Nepal Rastra Bank, making this an ideal setting to study HRM systems in a regulated emerging economy. The population comprised about 570 employees. Based on Yamane's (1967) formula with a 5% margin of error, a sample of 235 was calculated. We obtained 211 responses after cleaning the data.

Simple random sampling was employed to reduce sampling bias. Attempts were made to sample from various levels and types of institutions to increase representativeness. A structured questionnaire, both in hard copy and digital, was employed to gather data. Consent was obtained, and anonymity maintained. Human resource management practices were defined as a multi-dimensional but holistic construct, including recruitment and selection, training and development, performance management and compensation and reward. Organizational performance was considered as the dependent variable. The variables were operationalised using multi-item reflective scales on a five-point Likert scale.

The variables were analysed using Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS. PLS-SEM was selected for analysis because it is suitable for predictive modelling, complex models, and new research areas (Hair et al., 2022). The analysis involved two steps. In the first step, the measurement model was assessed on its reliability and validity (indicator loadings and composite reliability, average variance extracted (AVE) and discriminant validity (Fornell-Larcker criterion and HTMT ratio) (Henseler et al., 2015). Then, the structural model was evaluated in terms of path coefficients and bootstrapping (10,000 resamples), R^2 , f^2 , Q^2 , and SRMR. This enables a comprehensive assessment of measurements and models.

IV. Results and Discussion

Table 1

Demographic Characteristics of Respondents

S.N.	Respondents Profile	Frequency	Percentage
1	Gender		
	Male	118	55.9
	Female	93	44.1
	Total	211	100
2	Age of the Respondents		
	Below 25	13	6.2
	25 - 34	114	54
	35 - 44	65	30.8
	Above 44	19	9
	Total	211	100
3	Education Level		
	+2 Level & Below	7	3.3
	Bachelor's Level	45	21.3
	Master's Level & Above	159	75.4
	Total	211	100
4	Marital Status		
	Unmarried	50	23.7
	Married	160	75.8
	Divorce	1	0.5
	Total	211	100
5	Sector of Work		
	Government Owned	96	45.5
	Private Sector	115	54.5
	Total	211	100
6	Years of Employment		
	Below 2 year	26	12.3
	2-5 years	45	21.3
	5-8 years	46	21.8
	Above 8 years	94	44.6
	Total	211	100
7	Job Designation		
	Assistant Level	123	58.3
	Officer Level	59	28
	Manager Level	29	13.7
	Total	211	100

Table 1 illustrates that the sample of 211 respondents is a fairly young, educated and experienced banking workforce. Slightly over half of the respondents are male (55.9%), and most belong to the 25-34-year-old age group (54%), suggesting a group who are predominantly in their early to mid-career stages. A significant number (75.4%) hold a master's degree or higher indicating high levels of professional qualifications in the sector. Most of the respondents are married (75.8%) and the representation between private (54.5%), government-owned bank (45.5%) is balanced. Notably, 44.6% have over eight years of work experience, and 58.3% are in an assistant level, which may suggest that the findings are largely the perceptions of operational staff with considerable institutional exposure. Overall, the sample represents a relatively young, educated, and moderately experienced banking workforce, which provides relevant contextual background for interpreting the study findings.

Table 2*Descriptive Analysis of Variables*

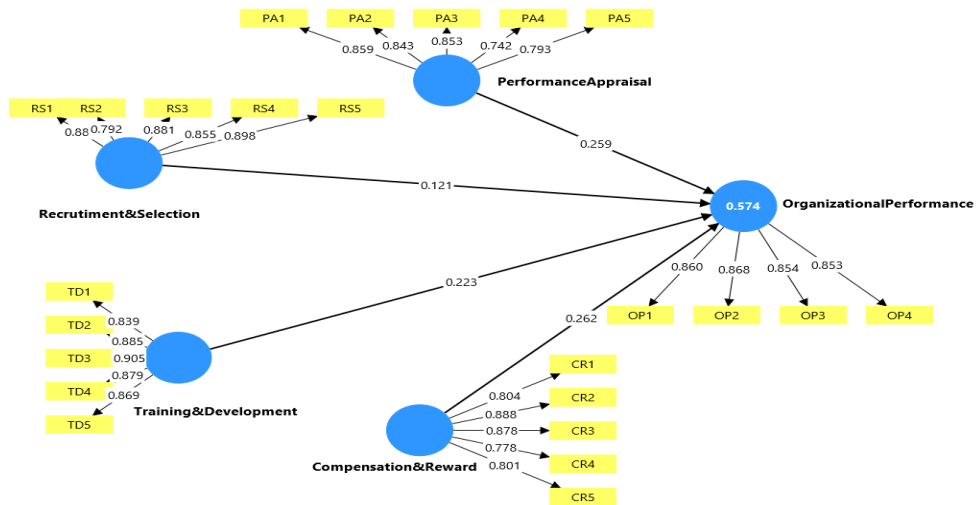
Variables	No. of Observations	Mean	Std. Deviation
Compensation and Reward (CR)	211	3.49	1.114
Organizational Performance (OP)	211	3.98	0.996
Performance Appraisal (PA)	211	3.71	1.072
Recruitment and Selection (RS)	211	4.04	1.039
Training and Development (TD)	211	3.78	1.037

Table 2 shows that the mean scores for all constructs are above the middle of the five-point scale which suggests that employee perceptions of HRM practices as well as organizational performance are relatively positive overall. Recruitment and Selection (M = 4.04) and Organizational Performance (M = 3.98) have the highest mean scores among the variables. Training and Development (M = 3.78), Performance Appraisal (M = 3.71), and Compensation and Reward (M = 3.49) have lower mean values compared to other constructs. For all the constructs, the standard deviation is less than 1.0, implying that the variance around the mean is relatively low. This implies a relatively higher consistency of responses among the respondents. In summary, the descriptive findings suggest differences in the mean levels across dimensions of HRM practices, with some variables showing relatively high and others relatively moderate to low mean scores.

Table 3*Construct Reliability and Validity*

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	AVE
Compensation & Reward	0.888	0.896	0.917	0.690
Organizational Performance	0.881	0.882	0.918	0.737
Performance Appraisal	0.877	0.879	0.911	0.671
Recruitment & Selection	0.915	0.925	0.936	0.746
Training & Development	0.924	0.924	0.943	0.767

Figure 2
Measurement Model



Joint examination of Table 3 and Figure 2 shows that the measurement model has good reliability and validity. All constructs show high internal consistency with Cronbach's alpha and composite reliability values well above the acceptable limit and AVE values above 0.50 indicating sufficient convergent validity. In addition to the above, Figure 2 demonstrates that indicator loadings are substantial and appropriately aligned with their respective latent constructs; a clear message of indicator reliability. These results indicate that the measurement model is reliable and valid, and suitable for further structural analysis.

Table 4

Fornell-Larcker Criterion

Items	CR	OP	PA	RS	TD
CR	0.831				
OP	0.656	0.859			
PA	0.715	0.699	0.819		
RS	0.604	0.621	0.740	0.864	
TD	0.606	0.653	0.730	0.671	0.876

Table 5

Heterotrait- Monotrait Ratio (HTMT)

Variables	CR	OP	PA	RS	TD
CR					
OP	0.729				
PA	0.802	0.793			
RS	0.653	0.683	0.814		
TD	0.656	0.723	0.811	0.726	

Table 4 and 5 provides the results of assessing the discriminant validity of the constructs based on the Fornell-Larcker criterion and the Heterotrait-Monotrait ratio (HTMT). As per Table 4, the square root of the Average Variance Extracted (AVE) for each construct (diagonal elements: CR = 0.831, OP = 0.859, PA = 0.819, RS = 0.864, TD = 0.876) is greater than their inter-construct correlations. This suggests that each construct correlates more strongly with its own items than with another construct, thus meeting the Fornell-Larcker criterion.

The HTMT ratios in Table 5 vary between 0.653 and 0.814 and are below the conservative cut-off value of 0.85 (Henseler et al., 2015). This also supports the distinctiveness of the constructs. While there are moderate correlations between some constructs (performance appraisal with recruitment and selection, and training and development), these are acceptable. Overall, the findings from both criteria consistently demonstrate discriminant validity of the constructs.

Table 6

Model Fit

	Saturated model	Estimated model
SRMR	0.066	0.066
d_ULS	1.299	1.299
d_G	0.627	0.627
Chi-square	776.990	776.990
NFI	0.820	0.820

Table 7

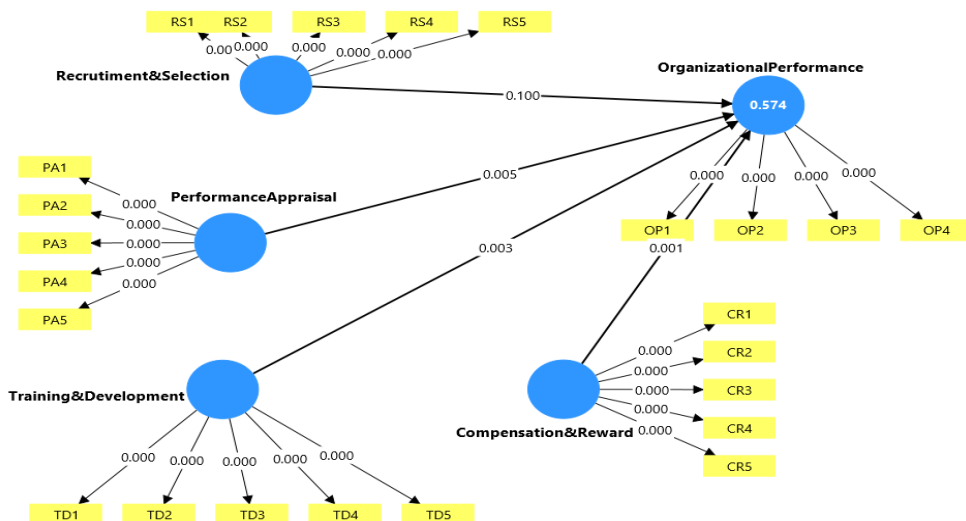
Path Results

Hypothesis	Relationship	Effect	Mean	SD	T-stat	P value	Result
H1	RS -> OP	0.121	0.117	0.073	1.647	0.100	Rejected
H2	TD -> OP	0.223	0.224	0.075	2.982	0.003	Accepted
H3	PA -> OP	0.259	0.257	0.093	2.783	0.005	Accepted
H4	CR -> OP	0.264	0.266	0.078	3.398	0.001	Accepted

Tables 6 and 7 show the results of the structural model assessment, including model fit criteria and hypothesis tests with PLS-SEM. As can be seen in Table 6, the standardized root mean square residual (SRMR = 0.066) is less than the recommended cut-off (0.08), suggesting a good fit. The normed fit index (NFI = 0.820) indicates a moderate fit, which is acceptable in PLS-SEM analyses, especially in exploratory studies. Additional fit criteria (d_ULS and d_G) are provided for reference, but not as formal fit measures.

Moving to the structural relationships in Table 7, we can see that compensation and reward ($\beta = 0.264$, $p = 0.001$), performance appraisal ($\beta = 0.259$, $p = 0.005$), and training and development ($\beta = 0.223$, $p = 0.003$) have significant and positive effects on organizational performance. However, recruitment and selection ($\beta = 0.121$, $p = 0.100$) does not show a significant effect. This suggests that post-recruitment HRM practices, especially those focused-on employee development, performance appraisal and motivation, are more strongly linked to organizational performance than is recruitment and selection in the context of this study.

Figure 3
Structural Equation Model



In sum, the structural model findings offer empirical support for a differential impact of HRM practices, and a greater impact from practices associated with capability development and performance alignment.

Discussion

The current study aimed to understand the extent to which the key Human Resource Management (HRM) practices - recruitment and selection, training and development, performance appraisal, and compensation and reward - collectively impact performance in commercial banks in Nepal. These findings are viewed from an integrated HRM systems approach, rather than the individual HRM practices approach, where practices are interconnected and act as reinforcing mechanisms. The structural findings indicate that training and development, performance appraisal and compensation and reward have significant positive impacts on organizational performance while recruitment and selection does not have a statistically significant direct impact. Crucially, these results should not be taken as a test of the importance of recruitment; rather, they point to the fact that the factors contributing to performance in this case are related to post-entry HR processes, and their alignment. In terms of systematic perspective, the findings propose that performance is an outcome of the interaction between capability, motivation and alignment - in line with the Ability, Motivation, Opportunity (AMO) perspective. Training increases employees' capability, compensation increases motivation, and performance appraisal increases alignment. When integrated, these elements interact to create synergy to enhance performance - in line with the configurational perspective of HRM (Jiang et al., 2012; Becker & Huselid, 1998).

The positive effect of training is supportive of the importance of capability building in a banking sector that is facing rapid digital transformations, compliance issues (e.g. AML/ KYC) and technological change. This result supports Human Capital Theory, which suggests

investments in human capital lead to productivity enhancements (Becker, 1964). Yet, beyond confirming theory, the finding mirrors reality: in Nepalese banking where technological change is proceeding, training is not just key for development but also operations. This finding echoes other emerging markets where institutional change boosts the importance of internal capability building (Shah, 2024). The most significant predictor of financial performance was reward and compensation, with an emphasis on the importance of financial incentives in influencing employee actions in emerging markets. Although previous research has highlighted the significance of reward systems (Huselid, 1995), our study builds on this research by suggesting that in the context of Nepalese banks, economic and labour market conditions may enhance the motivating effects of compensation over other HR practices. This implies that the success of HRM bundles is contingent on the institutional and economic environment, with some components of HRM gaining prominence under certain conditions (Karki et al., 2023). The prominent role of performance appraisal also underscores the role of formal systems of performance management. Consistent with Goal Setting Theory (Locke & Latham, 1990), appraisal mechanisms link strategy and individual performance goals, improving accountability and alignment. For a regulated industry like banking where compliance and accuracy are fundamental objectives, appraisal systems also play a role in control and governance, connecting individual actions with organisational goals.

However, the lack of significance of recruitment and selection needs further exploration. This is not to say that this is ineffective but can be explained through the following context-specific avenues. First, the recruitment and selection processes in the Nepalese commercial banks are highly formalised, which limits the differences between banks and therefore its explanatory power in predicting bank performance. Second, in line with the Resource-Based View (Barney, 1991), gaining a competitive advantage requires not only the acquisition of human capital, but also its maintenance and development. Third, the impact of recruitment may be mediated or delayed, through factors such as training quality or engagement, which were not accounted for here. This view is consistent with previous studies that show the effect of staffing practices on performance is only displayed through the support of HR systems (Jiang, Lepak, Huang, & Baer, 2012). Although the study is framed in terms of "integrated HRM", the results add a nuance to this idea, namely, integration does not mean equal contribution of all practices. Rather, HR systems seem to be asymmetrical configurations in which some practices (e.g., compensation and training) take on more central roles depending on the task at hand. This adds to the knowledge base by extending the bundle-based simplistic views of HRM to more sophisticated context-dependent HRM configurations in emerging markets.

In addition, the research contributes to previous HRM-performance literature in three novel ways. First, it broadens the focus from attitudinal impacts on employees to performance impacts on the organisation, complementing the existing research on Nepalese HRM. Second, it offers empirical insights from a regulated emerging economy setting, in which HRM is constrained by institutional factors. Third, it synthesises several theoretical approaches (HCT, RBV, AMO and Goal Setting Theory) to offer a holistic explanation of the combined effect of various HR mechanisms. Practically, this study implies that banks need to focus on strategic integration of HR practices, through improving the training system, adopting clear appraisal system, and developing performance-based remuneration system. Instead of excessive expenditure on recruitment differentiation (which may be constrained), banks can improve their performance more by strengthening the effectiveness and integration of HR processes after recruitment.

V. Conclusion and Implications

This research explores the impact of key HRM practices on organizational performance of commercial banks in Nepal through a partial least squares (PLS) structural equation modeling (SEM) framework. Results show that training and development, performance appraisal, and compensation and reward practices positively improve organizational performance while recruitment and selection does not have a significant direct impact. This suggests that

increases in performance in a highly regulated banking sector are influenced more by the success of post-recruitment practices, particularly training and development, performance appraisal and compensation and reward, than by the recruitment and selection process itself. In summary, this study underscores the need for strategic alignment of HRM practices as a system, in which the effectiveness of key practices is more important in driving organizational performance than a single, standalone HRM practice.

For all practical purposes, in order to maintain competitiveness in a digitally evolving and compliance-driven environment, banks must focus on developing employees continuously, implement transparent performance appraisal processes, and create performance-linked compensation systems. Despite its contributions, the study is limited in that it is a cross-sectional study, used perceptual measures, and focused on a specific geographic area/location. Future studies should include longitudinal data, more objective performance measures and mediating mechanistic variables to further advance understanding of HRM-performance relationships.

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