



Publisher

<http://jssidoi.org/esc/home>

IMPACT OF HUMAN RESOURCE MANAGEMENT ORGANIZATIONS' PERFORMANCE: EMPIRICAL EVIDENCE FROM SMALL AND MEDIUM-SIZED ENTERPRISES IN THE SLOVAK REPUBLIC*

Samuel Body ¹, Lukrécia Hunková ², Katarína Havierníková ³

^{1,2,3} Alexander Dubček University of Trenčín, Študentská 3, 911 50 Trenčín, Slovakia

E-mails: ¹ samuel.body@tuni.sk (Corresponding author); ² lukrecia.hunkova@tuni.sk; ³ katarina.haviernikova@tuni.sk

Received 15 September 2024; accepted 10 December 2024; published 30 December 2024

Abstract. Effective human resource management is currently acknowledged as a crucial factor in supporting the performance and sustainability of organisations. The evidence base in this area is growing, and there is a growing consensus that effective human resource management is a key driver of organisational success. This gap is particularly evident in the context of SMEs, where effective HRM systems can be vital for long-term success. This study addresses the aforementioned research gap by identifying the relationship between high-performance work systems (HPWS) and innovation performance (IP), as well as between human resource management practices (HRMP) and innovation performance (IP) in small and medium-sized enterprises (SMEs). The data were obtained from small and medium-sized enterprises (SMEs) operating in the Slovak Republic and subsequently analysed using Kendall's Tau-b. The results demonstrated a statistically significant moderate positive correlation between the examined variables, indicating that high-performance work systems (HPWS) and human resource management practices (HRMP) have a positive impact on the innovation performance of SMEs. In light of the findings presented here, we propose that further research be conducted to examine the long-term effects and optimisation of coherent HRM systems across various organisational types. Further research should investigate how these systems can foster employee engagement, reinforce an innovation culture, and enhance the company's overall performance over an extended period.

Keywords: high-performance work systems; human resource management practices; innovation performance; SMEs; Kendall's Tau-b

Reference to this paper should be made as follows: Body, S., Hunková, L., Havierníková, K. 2024. Impact of human resource management organisations' performance: empirical evidence from small and medium-sized enterprises in the Slovak Republic. *Entrepreneurship and Sustainability Issues*, 12(2), 473-483. <http://doi.org/10.9770/q2282422868>

JEL Classifications: M12, O15, O31

1. Introduction

The effective management of human resources (HRM) is currently regarded as one of the key factors determining the success of organisations. In an evolving business environment shaped by globalisation, technological advancements and demographic shifts, the effective configuration of HRM is crucial for maintaining competitiveness and achieving long-term and sustainable organisational objectives. To succeed in a highly competitive market, SMEs must adopt innovative approaches. The concept of sustainable business, as it pertains to small and medium-sized enterprises (SMEs), encompasses not only the achievement of economic outcomes but also the consideration of other factors, including social responsibility, environmental impact, and the ability to keep pace with trends in digitalisation. This necessitates the implementation of strategic human

* This research was funded by the Slovak Ministry of Education's Scientific grant agency VEGA 1/0718/22 Human resources development in small and medium-sized enterprises in the context of the 21st century challenges

resource management. These tendencies align with the principles of a sustainable economy and entrepreneurship (Mura, 2021). The harmonisation of legislation pertaining to employee rights and obligations and the promotion of innovative HRM approaches represent key priorities for the EU. This EU policy exerts a considerable influence on HRM practices in the Slovak Republic.

Furthermore, the technological advancement and intensified competition brought about by globalisation exert pressure for innovations in products and services. Effective human resource management strategies can enhance organisational productivity, competitiveness and sustainable growth. In the context of this study, it can also facilitate increased innovation performance. Furthermore, the findings of Surucu & Sesen (2019) support this argument, indicating that human resource management practices positively influence entrepreneurial behaviour. Further research indicates that effective human resource management can facilitate organisational performance and innovation (Gede Riana et al., 2020). However, inadequate investment in human resources, particularly in small and medium-sized enterprises (SMEs), may hinder their capacity to compete and innovate, representing a significant challenge for these organisations. The research highlights the significance of these consistent HRM systems, which can impact employee attitudes, particularly when they are subjectively perceived. The integration of HRM systems enhances employees' capacity to engage in creative and innovative behaviours, thereby augmenting the organisation's potential for innovation (Ogbonnaya et al., 2019). It is similarly important to recognise the role of leadership and motivational factors in achieving work performance and innovation (Hitka et al., 2019). Innovative leaders who manage and motivate employees can confer a competitive advantage upon organisations. It is also essential to observe the impact of organisational learning and the work environment on shaping employees' innovative work behaviour (Awang et al., 2019). Micro and small businesses must focus on fostering the innovative behaviour of their employees, which can improve their competitiveness and innovation capacity. In light of the aforementioned facts, it is evident that human resource management is a pivotal foundation for strategic growth, innovation performance, and sustainable business objectives for small and medium-sized enterprises (SMEs). A focus on coherent and interconnected HRM systems, coupled with effective leadership, facilitates the optimal utilisation of employee potential and enhances their capacity to contribute to creative and productive outcomes. In the context of this discussion, it is essential to examine how HRM practices can affect the innovation performance of SMEs. The objective of this study is to identify the relationship between high-performance work systems (HPWS) and innovation performance (IP), as well as between human resource management practices (HRMP) and innovation performance (IP) in small and medium-sized enterprises (SMEs).

2. Theoretical background

The field of human resource management (HRM) is a critical component in enabling the innovative performance of organisations. Practices such as knowledge sharing, fostering employee engagement, utilising the AMO model (Ability, Motivation, Opportunity), and implementing high-performance work systems enable organisations to enhance their capacity for innovation. Such HRM strategies not only facilitate employee motivation and development but also contribute to creating an environment conducive to generating innovative ideas and sustainable growth. In their studies, Bos-Nehles et al. (2019) and Agung Laksono (2023) concentrate on the variables influencing knowledge sharing in organisational contexts. In a similar vein, Agung Laksono (2023) underscores the significance of organisational culture and information sharing in enhancing employee performance. Tran Pham (2023) and Batool et al. (2023) investigate the mediating function of knowledge sharing within organisational contexts. Tran Pham (2023) illustrates that knowledge sharing can act as a mediator in the relationship between organisational justice and employees' innovative behaviour, emphasising the significance of cultivating an open and fair organisational environment. Batool et al. (2023) build upon this concept, examining the mediating role of knowledge sharing, systems thinking, and organisational sustainability. They highlight the necessity of integrating diverse factors to achieve sustainable organisational development. Lastly, Khan et al. (2020) developed a model that incorporates HRM with transactive memory to understand better the dynamics of mergers and acquisitions in global organisations. This research emphasises the importance of a comprehensive view of HRM. It highlights that successful management involves not only the implementation of proper practices but also the effective utilisation of existing knowledge and experience within the organisation.

The level of employee engagement is a significant determinant of organisational success. In the contemporary competitive business environment, employee engagement is becoming increasingly important, as satisfied and engaged employees are the key to achieving positive results and sustainable growth. It has been demonstrated that employee engagement positively impacts organisational performance, with this relationship mediated by employees' job satisfaction. The implementation of strategies that promote employee involvement and satisfaction with the work environment has been demonstrated to result in significantly favourable outcomes (Al-Dalahmeh et al., 2018). Similarly, human resource management practices have been demonstrated to influence employee engagement and organisational culture significantly. The involvement of employees in decision-making processes and the provision of opportunities for career development have been identified as key factors in promoting engagement and creating a positive organisational culture (Ma'arof et al., 2023). Integrating these strategies with sustainability and innovation is crucial to ensure long-term organisational development. Sustainable HRM practices that cultivate engagement and professional development can mitigate turnover and enhance team stability, thereby creating a favourable environment that fosters creativity and innovation. Career development and employee participation in organisational processes are crucial factors that influence their engagement and can contribute to the enhancement of the quality of services provided (Dumitriu et al., 2023). High-quality service provision, in contrast, supports organisational sustainability.

The present state of human resource management (HRM) and its influence on organisational performance and innovation can be more effectively elucidated within the framework of the Abilities–Motivation–Opportunities (AMO) model. As evidenced by studies such as that conducted by Dastmalchian et al. (2020), there is a positive correlation between HRM practices and organisational performance, which remains unaffected by societal and cultural factors. These findings are further supported by Johar et al. (2022), who identified critical factors affecting employee well-being in the ongoing pandemic, namely motivation and opportunities. Moreover, Ferrarini et al. (2023) demonstrate that HRM practices can also influence the extent of open innovation and innovativeness within organisations. The research indicates that investments in practices that enhance abilities, motivation, and opportunities increase the probability of organisational innovation and facilitate collaboration with external partners. Zhang et al. (2020) highlight the causal relationship between specific HRM practices and employee well-being. These findings provide valuable insight into how HRM practices, in terms of the AMO model, can impact organisational performance and innovation by enhancing employees' abilities, motivation, and opportunities. It is crucial to assess the effectiveness and adaptability of these practices in response to changing conditions to achieve organisational performance goals and improve employee satisfaction.

The present state of green human resource management (Green HRM) and its relationship with environmental sustainability and organisational performance represent a significant field of investigation. Imran et al. (2021) emphasise the pivotal role of technological advancement and big data in driving green innovations and economically sustainable organisational performance. The study indicates that implementing a technological model for data interpretation would markedly enhance decision-making processes, accompanied by a requisite shift in employee competencies. Aboramadan et al. (2021) and Aboramadan et al. (2022) highlight the positive impact of Green HRM on job performance and work-related outcomes. Their research highlights the necessity of integrating socially responsible approaches into HRM to achieve economic and environmental sustainability within organisations. Palupiningtyas (2024) investigates the relationship between implementing Green HRM practices, employee engagement and organisational performance in environmental sustainability. The findings indicate that Green HRM positively influences employee engagement, which subsequently contributes to overall improvements in organisational performance. The objective of the study conducted by Sharma et al. (2022) was to examine the fundamental impact of sustainable HRM practices on adopting technologies implemented in Industry 4.0 on employee skills. The study focused on four practices (employee participation, flexibility, training, and empowerment within the organisation). The results demonstrate that all four practices positively impact employee skills, increasing their work efficiency and ultimately improving organisational performance.

In a competitive market environment, performance metrics assume a significant role. In order to enhance efficiency and productivity, HRM approaches such as high-performance work systems (HPWS) are strategically employed. Hermans et al. (2021) observed that a persistent challenge exists whereby the influence of HR departments within organisational processes is frequently underestimated. This is despite evidence indicating the positive impact of HRM on organisational performance. This approach may prove challenging for HR

professionals seeking to implement HPWS. White et al. (2021) adopt a configurational approach to investigate the influence of the hybrid environment on managerial practices and their subsequent impact on organisational performance. The study revealed that while there is a notable resemblance in managerial practices between high- and low-performing organisations, the presence of effective managerial practices is a crucial determinant of high performance, yet their absence does not necessarily indicate low performance. The relationship between high-performance work systems (HPWS) and an organisation's innovation performance indicates that effective human resource management (HRM) practices can enhance productivity and cultivate innovation potential through the systematic advancement of employee capabilities, motivation, and prospects. These practices should be regarded as a fundamental pillar supporting an innovation-oriented organisational culture, enabling the achievement of sustainable competitive advantage and the capacity to adapt to market changes. The findings of Rasool et al. (2019) indicate that HRM practices directly impact innovativeness and indirectly affect the organisation's sustainable performance through organisational innovations. This study demonstrates the necessity for a strategic and sustainable approach to HRM practices that supports innovation processes and fosters long-term growth and sustainable organisational performance.

While research often focuses on the relationships between individual HRM practices and organisational performance indicators, there is a lack of a comprehensive approach that examines the effect of an integrated system of HRM practices on an organisation's innovation performance. In light of the aforementioned shortcomings, there is a pressing need to focus on examining coherent HRM practices. This study will examine high-performance work systems in relation to innovation performance and a comprehensive set of proven HRM practices that includes knowledge sharing, learning and selected elements of the AMO model. The research gap allows for exploring the impact of two separate coherent HRM approaches on an organisation's innovation potential and their contribution to enhancing overall organisational performance.

3. Research objective and methodology

The objective of this study is to identify the relationship between high-performance work systems (HPWS) and innovation performance (IP), as well as between human resource management practices (HRMP) and innovation performance (IP) in small and medium-sized enterprises (SMEs). Based on the aforementioned research gap, the following research questions have been formulated:

- RQ1: What is the relationship between high-performance work systems (HPWS) and innovation performance (IP) in small and medium-sized enterprises (SMEs)?
- RQ2: What is the relationship between human resource management practices (HRMP) and innovation performance (IP) in small and medium-sized enterprises (SMEs)?

The data were gathered from small and medium-sized enterprises (SMEs) in Slovakia, operating across a range of industrial sectors. A total of 128 respondents participated in the study. The respondents indicated their level of agreement with the individual statements on a 5-point Likert scale, where 1 represented total disagreement and 5 represented total agreement. The categories 1 and 2 were merged into one category, while categories 4 and 5 were merged into a second category. This resulted in the formation of new response categories with values of 1 (indicating disagreement), 3 (indicating neutrality) and 5 (indicating agreement), which facilitated more efficient processing and interpretation of the data. The variables examined in this study were as follows:

- Innovation performance (IP), ordinal variable,
- High Performance Work Systems (HPWS), ordinal variable,
- Human resource management practices (HRMP), ordinal variable.

To facilitate the interpretation of the data and to determine the strength of the relationship between the variables under investigation, the individual responses from respondents were averaged across the relevant categories, resulting in an aggregated result for each respondent. The data were subjected to analysis using Kendall's Tau-b in SPSS Statistics. Given that the variables were ordinal and the number of categories was limited, the cross-tabulation method with Kendall's tau-b coefficient was employed. The Kendall's Tau coefficient was used to examine the correlation, given that the variables utilised in this study were non-parametric (Betáková et al.,

2021). To undertake the analysis, each variable was subjected to normality testing using the Kolmogorov-Smirnov test, with a sample size of $n > 50$. To ascertain the normal distribution of the data, the following hypotheses were posited:

- The null hypothesis (H_0): Data are normally distributed.
- Alternative hypothesis (H_1): Data are not normally distributed.

Table 1. Test of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
IP	,289	128	,000	,768	128	,000
HPWS	,406	128	,000	,654	128	,000
HRMP	,275	128	,000	,779	128	,000

Source: own processing

The Kolmogorov-Smirnov test indicates that the p-value in each observation is less than the significance level $\alpha = 0.05$, thereby confirming the rejection of the null hypothesis (H_0) and the acceptance of the alternative hypothesis (H_1). This result corroborates the conclusion that the data are not normally distributed.

4. Results and discussion

This section presents the results of an analysis investigating the relationship between high-performance work systems (HPWS) and innovation performance (IP) and between human resource management practices (HRMP) and innovation performance (IP) within the context of small and medium-sized enterprises (SMEs).

Table 2. Case Processing Summary (HPWS – IP)

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
HPWS * IP	128	100,0%	0	0,0%	128	100,0%

Source: own processing

The table above provides an overview of case processing in the HPWS-IP relationship, based on a total sample of 128 cases. The proportion of valid cases represents 100% of the total, ensuring that the analysis was performed on the entire sample, thus avoiding any data loss.

Table 3. Crosstabulation (HPWS and IP)

			IP			Total
			1	3	5	
HPWS	1	Count	7	5	1	13
		Expected Count	3,4	3,8	5,9	13,0
		Adjusted Residual	2,4	,8	-2,9	
	3	Count	9	12	9	30
		Expected Count	7,7	8,7	13,6	30,0
		Adjusted Residual	,6	1,5	-1,9	
	5	Count	17	20	48	85
		Expected Count	21,9	24,6	38,5	85,0
		Adjusted Residual	-2,1	-1,9	3,6	
Total	Count	33	37	58	128	
	Expected Count	33,0	37,0	58,0	128,0	

Source: own processing

Table 3 presents the results of the respondents' answers, which have been processed in the form of a contingency table. A total of 48 respondents indicated that the increase in innovation performance was accompanied by the current high-performance work systems setup. Conversely, 7 respondents did not identify an increase in innovation performance in the context of current high-performance work systems settings.

Table 4. Symmetric Measures (HPWS and IP)

		Value	Asymptotic Standardized Error ^a	Approximate T ^b	Approximate Significance
Ordinal by Ordinal	Kendall's tau-b	,297	,074	3,848	,000
N of Valid Cases		128			

Source: own processing

The following hypotheses are proposed in relation to Kendall's Tau-b:

- Null hypothesis (H0): There is no statistically significant positive relationship between HPWS and IP.
- Alternative hypothesis (H1): There is a statistically significant positive relationship between HPWS and IP.

Kendall's tau-b has a value of 0.297, indicating a moderate positive correlation between the two variables. The results demonstrate that an increase in HPWS values is associated with a tendency for IP to increase. A p-value of less than 0.05 indicates that the observed correlation is statistically significant at the 0.05 level of significance. Based on the aforementioned evidence, it can be concluded that the null hypothesis (H0) is rejected, and therefore, the alternative hypothesis (H1) is accepted. The results demonstrate a statistically significant relationship between high-performance work systems (HPWS) and innovation performance (IP) within the small and medium enterprises (SMEs) analysed.

Table 5. Case Processing Summary (HRMP and IP)

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
HRMP * IP	128	100,0%	0	0,0%	128	100,0%

Source: own processing

Table 5 provides an overview of case processing in the HRMP-IP relationship with a total sample of 128 cases. The proportion of valid cases represents 100% of the total, ensuring that the analysis was performed on the entire sample without data loss. The number of missing cases is zero, confirming that the data for both variables (HRMP and IP) are complete.

Table 6. Crosstabulation (HRMP and IP)

			IP			Total
			1	3	5	
HRMP	1	Count	15	12	5	32
		Expected Count	8,3	9,3	14,5	32,0
		Adjusted Residual	3,1	1,2	-3,9	
	3	Count	11	13	17	41
		Expected Count	10,6	11,9	18,6	41,0
		Adjusted Residual	,2	,5	-,6	
	5	Count	7	12	36	55
		Expected Count	14,2	15,9	24,9	55,0
		Adjusted Residual	-2,9	-1,5	4,0	
Total	Count	33	37	58	128	
	Expected Count	33,0	37,0	58,0	128,0	

Source: own processing

Table 6 presents the results of the respondents' answers, which have been processed in the form of a contingency table. A total of 36 respondents indicated that the growth in innovation performance was accompanied by the current human resource management practices. Conversely, 15 respondents did not identify the growth in innovation performance in the context of the current human resource management practices.

Table 6. Symmetric Measures (HRMP and IP)

	Value	Asymptotic Standardized Error ^a	Approximate T ^b	Approximate Significance
Ordinal by Ordinal Kendall's tau-b	,369	,069	5,302	,000
N of Valid Cases	128			

Source: own processing

The following hypotheses are proposed in relation to Kendall's Tau-b:

- Null hypothesis (H0): There is no statistically significant positive relationship between HRMP and IP.
- Alternative hypothesis (H1): There is a statistically significant positive relationship between HRMP and IP.

Kendall's tau-b value is 0.369, indicating a moderate positive correlation between the two variables. The results demonstrate that an increase in HRMP values is associated with a tendency for IP to increase. A p-value of less than 0.05 indicates that the observed correlation is statistically significant at the 0.05 level of significance. Based on the results, the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted. A statistically significant relationship was found between human resource management practices (HRMP) and innovation performance (IP) within the small and medium enterprises (SMEs) analysed.

The results of the study allow us to respond to the stated research questions, RQ1 (What is the relationship between high-performance work systems (HPWS) and innovation performance (IP) in small and medium-sized enterprises (SMEs)?) and RQ2 (What is the relationship between human resource management practices (HRMP) and innovation performance (IP) in small and medium-sized enterprises (SMEs) ?).

Answer to RQ1: The analysis demonstrates a statistically significant positive correlation between high-performance work systems (HPWS) on the one hand and innovation performance (IP) on the other in small and medium-sized enterprises (SMEs). The value of Kendall's tau-b is 0.297, indicative of a moderate positive correlation between the two variables under consideration. The P-value is less than 0.05, allowing us to reject the null hypothesis (H0) and accept the alternative hypothesis (H1). Therefore, we can conclude that HPWS significantly positively affects IP in the SMEs analysed.

Answer to RQ2: The results of the study demonstrate a statistically significant positive correlation between the implementation of human resource management practices (HRMP) and the innovation performance (IP) observed in small and medium-sized enterprises (SMEs). The Kendall's tau-b correlation coefficient value is 0.369, indicating a moderate positive correlation between the two variables. The p-value is less than the 0.05 significance level, allowing us to reject the null hypothesis (H0) and accept the alternative hypothesis (H1). This verifies that HRMPs have a positive effect on IP in the analysed SMEs.

The latest research findings in human resource management confirm the positive relationship between the implementation of effective human resource management practices and both aspects of organisational performance, namely financial performance and innovation performance. A substantial body of research, including studies by Yahya et al. (2024) and Alkhalaf and Al-Tabbaa (2024), indicates that individual human resource management practices, such as knowledge sharing, learning, and the application of the AMO model, play a considerable role in enhancing performance indicators. Similarly, research conducted by Sherazi et al. (2024) and Sharma et al. (2024) has demonstrated that the implementation of high-performance work systems (HPWS) has a positive impact on the innovation potential of organisations. The analysis confirmed the existence of a significant positive correlation between high-performance work systems (HPWS) and innovation performance in small and medium-sized enterprises (SMEs). These findings suggest that organisations that effectively implement HPWS tend to achieve higher innovation performance. Similarly, the research revealed that human resource management practices (HRMP) have the same positive impact on innovation performance in the SMEs analysed. A similar conclusion was reached in a study conducted by Dastmalchian and colleagues (2020), which indicates a positive correlation between high-performance work systems (HPWS) and organisational performance.

Additionally, White et al. (2021) underscore the significance of consistency and the successful implementation of management practices, which favourably impact organisational performance. Ferrarini et al. (2023) confirm the positive relationship between human resource management practices and employees' innovative behaviour in their research. This research has demonstrated that coherent HRM practices, whether in the form of high-performance work systems or as a set of coherent practices based on individual knowledge-sharing approaches, learning and elements of the AMO model, emphasise the necessity of coherent and strategic HRM. These findings suggest that organisations adopt a holistic HRM approach to maximise their innovation potential and improve overall performance.

Conclusions

The objective of this study was to identify the relationship between high-performance work systems (HPWS) and innovation performance (IP), as well as between human resource management practices (HRMP) and innovation performance (IP) in small and medium-sized enterprises (SMEs). The methodology employed utilised tools to assess the strength of relationships between non-parametric variables, specifically Kendall's tau-b, and contingency tables to facilitate the interpretation of respondents' answers. The results demonstrated a statistically significant, moderately strong positive correlation between HPWS and IP. The contingency table indicated that the majority of respondents perceived the current HPWS to be a factor that would lead to an increase in IP. With regard to the relationship between HRMP and IP, a statistically significant, moderately strong positive correlation was identified.

Furthermore, the contingency table suggests that the majority of respondents perceive the current set of HRMP to be a factor that would support an increase in IP. The findings of this study highlight the key role of HPWS and HRMP and their beneficial effect on IP. The findings indicate that future research should adopt a strategic and coherent approach to human resource management, integrating practices designed to foster innovation and performance. It would be beneficial for future research to analyse the long-term effects and optimisation of these coherent systems on different types of organisations. The findings provide guidance for HR managers on the creation of a comprehensive human resource management system that would promote employee engagement, foster a culture of innovation, and contribute to sustained improvements in organisational performance. The integration of connected HRM practices can serve to enhance organisational competitiveness and the quality of the work environment. This study contributes to the theoretical knowledge base on the impact of coherent HRM systems on performance and innovation outcomes. The study encourages further research to examine the complex effects of strategic HRM systems in the context of organisations' sustainable development and performance goals. Our study's limited number of respondents made it impossible to use more sophisticated and precise statistical methods.

References

- Aboramadan, M., & Karatepe, O.M. 2021. Green human resource management, perceived green organisational support and their effects on hotel employees' behavioral outcomes. *International Journal of Contemporary Hospitality Management*, 33(10), 3199-3222. <https://doi.org/10.1108/IJCHM-12-2020-1440>
- Aboramadan, M., Kundi, Y.M., & Becker, A. 2022. Green human resource management in nonprofit organisations: effects on employee green behavior and the role of perceived green organisational support. *Personnel Review*, 51(7), 1788-1806. <https://doi.org/10.1108/PR-02-2021-0078>
- Agung Laksono, A. (2023). The Impact Learning Organization and Organization Culture To Employee Performance, Mediated By Knowledge Sharing (Empirical Study On Bumitama Agri LTD.). *Aptisi Transactions on Technopreneurship (ATT)*, 5(2), 145-156. <https://doi.org/10.34306/att.v5i2.294>
- Al-dalahmeh, M., Masa'deh, R., Abu Khalaf, R. K., & Obeidat, B. Y. (2018). The Effect of Employee Engagement on Organizational Performance Via the Mediating Role of Job Satisfaction: The Case of IT Employees in Jordanian Banking Sector. *Modern Applied Science*, 12(6), 17. <https://doi.org/10.5539/mas.v12n6p17>
- Alkhalaf, T., & Al-Tabbaa, O. (2024). The effect of ability, motivation and opportunity (AMO) on SMEs' innovation performance. *Creativity and Innovation Management*, 33(1), 21-38. <https://doi.org/10.1111/caim.12578>
- Awang, A. H., Mohd Sapie, N., Hussain, M. Y., Ishak, S., & Md Yusof, R. (2019). Nurturing innovative employees: Effects of organisational learning and work environment. *Economic Research-Ekonomska Istraživanja*, 32(1), 1152-1168. <https://doi.org/10.1080/1331677X.2019.1592007>
- Batool, F., Mohammad, J., Awang, S. R., & Ahmad, T. (2023). The effect of knowledge sharing and systems thinking on organisational sustainability: The mediating role of creativity. *Journal of Knowledge Management*, 27(5), 1251-1278. <https://doi.org/10.1108/JKM-10-2021-0785>

- Betáková, J., Okreglicka, M., & Havierníková, K. (2021). Entrepreneurial Orientation of Male and Female Entrepreneurs in Small Firms. *TEM Journal*, 1307-1313. <https://doi.org/10.18421/TEM103-38>
- Bos-Nehles, Anna. C., & Veenendaal, A. A. R. (2019). Perceptions of HR practices and innovative work behavior: The moderating effect of an innovative climate. *The International Journal of Human Resource Management*, 30(18), 2661-2683. <https://doi.org/10.1080/09585192.2017.1380680>
- Dastmalchian, A., Bacon, N., McNeil, N., Steinke, C., Blyton, P., Satish Kumar, M., Bayraktar, S., Auer-Rizzi, W., Bodla, A. A., Cotton, R., Craig, T., Ertenu, B., Habibi, M., Huang, H. J., İmer, H. P., Isa, C. R., Ismail, A., Jiang, Y., Kabasakal, H., ... Varnali, R. (2020). High-performance work systems and organisational performance across societal cultures. *Journal of International Business Studies*, 51(3), 353-388. <https://doi.org/10.1057/s41267-019-00295-9>
- Dumitriu, S., Ploscaru, A.-N., University of Craiova, Romania, & Ghita, R.-C. (2023). Evaluating the Effects of Employee Recruitment and Selection Practices on the Organizational Change Process. *Ovidius University Annals. Economic Sciences Series*, 23(1), 611-616. <https://doi.org/10.61801/OUAESS.2023.1.79>
- Ferrarini, F., & Curzi, Y. (2023). AMO-enhancing practices, open innovation and organisations' innovation in the European context: Testing a mediation model. *European Journal of Innovation Management*, 26(6), 1697-1720. <https://doi.org/10.1108/EJIM-01-2022-0005>
- Gede Riana, I., Suparna, G., Gusti Made Suwandana, I., Kot, S., & Rajiani, I. (2020). Human resource management in promoting innovation and organisational performance. *Problems and Perspectives in Management*, 18(1), 107-118. [https://doi.org/10.21511/ppm.18\(1\).2020.10](https://doi.org/10.21511/ppm.18(1).2020.10)
- Hermans, M., & Ulrich, M. D. (2021). How symbolic human resource function actions affect the implementation of high-performance work practices: The mediating effect of influence on strategic decision-making. *Human Resource Management Journal*, 31(4), 1063-1081. <https://doi.org/10.1111/1748-8583.12361>
- Hitka, M., Kucharčíková, A., Štarchoň, P., Balážová, Ž., Lukáč, M., & Stacho, Z. (2019). Knowledge and Human Capital as Sustainable Competitive Advantage in Human Resource Management. *Sustainability*, 11(18), 4985. <https://doi.org/10.3390/su11184985>
- Imran, R., Alraja, M.N., Khashab, B. 2021. Sustainable Performance and Green Innovation: Green Human Resources Management and Big Data as Antecedents. In: *Ieee Transactions on Engineering Management* [online]. 2021 [cit. 2023-05-20]. <https://s3-us-west-2.amazonaws.com/ieeeshutpages/xplore/xplore-shut-page.html>
- Johar, E. R., Rosli, N., Mat Khairi, S. M., Shahrudin, S., & Mat Nor, N. (2022). COVID-19 outbreak: How do human resource management practices affect employee well-being? *Frontiers in Psychology*, 13, 923994. <https://doi.org/10.3389/fpsyg.2022.923994>
- Khan, Z., Soundararajan, V., & Shoham, A. (2020). Global post-merger agility, transactive memory systems and human resource management practices. In: *Human Resource Management Review*, 30(1) <https://doi.org/10.1016/j.hrmr.2019.100697>
- Ma'arof, R. A., Rashid, U. K., & Nasuredin, J. (2023). Improving Employee Engagement Through HRM Practices in Public Hospitals. *Advances in Social Sciences Research Journal*, 10(11), 24-33. <https://doi.org/10.14738/assrj.1011.15816>
- Mura, L. (2021). Development Management of Innovation Businesses in Light of Slovak Enterprises. In Bevanda, V. (Ed.), *International Scientific Conference ERAZ – Knowledge Based Sustainable Development*, 7th International Scientific Conference – ERAZ 2021, Belgrade: Association of Economists and Managers of the Balkans, 109-117. <https://doi.org/10.31410/ERAZ.2021.109>
- Ogbonnaya, C., & Messersmith, J. (2019). Employee performance, well-being, and differential effects of human resource management subdimensions: Mutual gains or conflicting outcomes? *Human Resource Management Journal*, 29(3), 509-526. <https://doi.org/10.1111/1748-8583.12203>
- Palupiningtyas, D. (2024). Green HRM: Strategies for Sustainable Business Practices and Employee Engagement. *Management Studies and Business Journal (PRODUCTIVITY)*, 1(3), 386-401. <https://doi.org/10.62207/dhfpj238>
- Rasool, S. F., Samma, M., Wang, M., Zhao, Y., & Zhang, Y. (2019). How Human Resource Management Practices Translate Into Sustainable Organisational Performance: The Mediating Role Of Product, Process And Knowledge Innovation. *Psychology Research and Behavior Management*, 12, 1009-1025. <https://doi.org/10.2147/PRBM.S204662>
- Sharma, M., Luthra, S., Joshi, S., & Kumar, A. (2022). Analysing the impact of sustainable human resource management practices and industry 4.0 technologies adoption on employability skills. In: *International Journal of Manpower*, 43(2), 463-485. <https://doi.org/10.1108/IJM-02-2021-0085>
- Sharma, S., Verma, S., Rani, R., & Gahlot, P. (2024). Enhancing Organisational Performance Through High-Performance Work Practices in the IT Sector: Variable Influence on Organisational Efficiency. In M. Madanchian (Ed.), *Advances in Human Resources Management and Organizational Development* (pp. 41-72). IGI Global. <https://doi.org/10.4018/979-8-3693-6402-4.ch002>

Sherazi, K., Zhang, P., Ghazanfar, F., & Khan, Q.-A. (2024). Why is institutional pressure insufficient to develop green innovation in manufacturing firms? The role of green high-performance work systems and managerial environmental concern. *Journal of Environmental Planning and Management*, 1-26. <https://doi.org/10.1080/09640568.2023.2295225>

Surucu, L., & Sesen, H. (2019). Entrepreneurial Behaviors in the Hospitality Industry: Human Resources Management Practices and Leader Member Exchange Role. *Revista de Cercetare Si Interventie Sociala*, 66, 114-132. <https://doi.org/10.33788/rcis.66.8>

Tran Pham, T. K. (2023). Organisation justice, knowledge sharing and employees' innovative behavior: Evidence from the knowledge-intensive industry. *Employee Relations: The International Journal*, 45(6), 1492-1510. <https://doi.org/10.1108/ER-04-2022-0211>

White, L., Lockett, A., Currie, G., & Hayton, J. (2021). Hybrid Context, Management Practices and Organisational Performance: A Configurational Approach. *Journal of Management Studies*, 58(3), 718-748. <https://doi.org/10.1111/joms.12609>

Yahya, A., . A., Rozik, T. A., & Nabil, S. A. (2024). Green and Digital Leadership: Impact on Sustainable Performance, Mediating Environmental Knowledge Sharing, Moderating Technological Innovation. *Journal of Ecohumanism*, 3(7). <https://doi.org/10.62754/joe.v3i7.4499>

Zhang, X.G., Lin, Z.B., Liu, Y.Z., Chen, X., & Liu, D.M., 2020. How do human resource management practices affect employee well-being? A mediated moderation 20 model. In: *Employee Relations*, 42(4), 903-919. <https://doi.org/10.1108/ER-08-2019-0320>

Funding: This research was funded by the Slovak Ministry of Education's Scientific grant agency VEGA 1/0718/22 Human resources development in small and medium-sized enterprises in the context of the 21st century challenges.

Author Contributions: Conceptualisation: Samuel Body, Lukrécia Hunková, Katarína Havierníková; methodology: Samuel Body, Lukrécia Hunková, Katarína Havierníková; data analysis: Samuel Body, Lukrécia Hunková, Katarína Havierníková, writing—original draft preparation: Samuel Body, Lukrécia Hunková, Katarína Havierníková, writing; review and editing: Samuel Body, Lukrécia Hunková, Katarína Havierníková; visualisation: Samuel Body, Lukrécia Hunková, Katarína Havierníková. All authors have read and agreed to the published version of the manuscript.

Samuel BODY is the doctoral student at Faculty of Social and Economic Relations, Alexander Dubček University of Trenčín, Slovakia. Research interests: human resource management practises, organisational performance, key performance indicator, personnel management.

ORCID ID: <https://orcid.org/0009-0000-8058-7662>

Lukrécia HUNKOVÁ is the doctoral student at Faculty of Social and Economic Relations, Alexander Dubček University of Trenčín, Slovakia. Research interests: issues of competency models, personnel management, HR-managers, Industry 5.0, smart industry.

ORCID ID: <https://orcid.org/0009-0003-6940-939X>

Katarína HAVIERNIKOVÁ is the Associate Professor at Faculty of Social and Economic Relations, Alexander Dubček University of Trenčín, Slovakia. Research interests: issues of small and medium-sized enterprises, risk management, cluster cooperation, human resources management and regional development.

ORCID ID: <https://orcid.org/0000-0002-9019-8684>