

“The impact of HR practices and workplace trust in achieving employee performance”

Dr. Omar Ahmed Shaikh	Assistant Professor, PhD Scholar, Karachi University Business School Shaikh.omar.os@gmail.com
Qasim Raza	Research Scholar, Karachi University Business School qasim.khowaja16@gmail.com

Abstract: *The research question that is addressed by this study is how training and development, performance appraisal and HR practices affect trust in the workplace and the performance of employees. A quantitative research design was applied to collect data of 117 employees out of 170 population. Structural Equation Modeling (SEM) based on SmartPLS was used to conduct the analysis. Findings showed that predictive accuracy was strong with R² of 0.899, 0.906, and 0.897 of employee performance, HR practices, and workplace trust respectively. The analysis of effect size proved that HR practices ($f^2 = 8.746$) and training and development ($f^2 = 0.443$) are significant sources of workplace trust. Measurement model was acceptable in terms of reliability and validity with a few items in performance appraisal and trust in the workplace having lower loading. The paper finds that open, growth driven, and trust building HR systems are a must to improve employee performance. Some of the recommendations are to enhance the appraisal procedures, enhance the developmental programs as well as fostering a culture of trust.*

Keywords: Hr practices, work place trust, employee performance, Fairness, Appraisal of employee.

1.1 Background of study

Human capital is one of the most important elements that guide a firm to survival and success in the complicated and developing environment, according to emerging industries and businesses (Aslam et.al 2013). One of the most important factors in achieving organisational objectives is the managers or leaders who might make better use of the resources. For example, assigning the right people to the right jobs, establishing guidelines, and establishing standards for employee management practices can all have an impact on both employee and business performance. By investing in human resource management (HRM), businesses might achieve their long-term goals, which are evident in industrialised nations like China and the United States. However, emerging nations should pay attention to HRM, particularly those situated in strategically important regions like Asia or Africa.

A business would research a variety of HRM functions, and each of the Components are necessary for the business to follow and adjust. The HRM function has a significant impact on employee performance as it might be challenging to give a good and proper work to an employee because of their differences (Lokman and Atikah, 2018). The importance of HRM functions varies depending on the circumstances, which will have a significant effect on both the company's and the employee's performance. Additionally, HRM may aid in preventing unemployment (Borghouts–van de Pas et al., 2021).

Human resource management professionals must establish and execute work design, participation and

engagement, employment security, communication, and employment pay policies with input from general hospital staff.

High-performance work practices, for example, have a substantial influence on staff productivity, turnover, and overall organisational performance, according to Huselid's (2014) study (Dayarathna et al., 2019). In a similar vein, Cascio Terpstra and Rozell have shown that firms may profit greatly from investments in efficient HR procedures (Varma et al., 2006; Sarikwal & Gupta, 2014).

It is crucial to remember, nevertheless, that not all HR procedures have an equal impact on the performance of an organisation. According to Dayarathna et al. (2019), the methods used to apply and inform employees about HR procedures are equally as crucial as the practices' actual substance.

Given that many employees have some option over how hard they work, it is clear that employee behaviour may affect firm-level performance (see, for example, Brown et al., 2011, who analyse the link between worker dedication and productivity at work). According to the Oxford English Dictionary (2013), trust is "strong belief in the dependability, truth, or ability of someone or something." It's possible that employee conduct is influenced by workplace trust, which in turn impacts business performance. Specifically, the degree to which workers believe their supervisors will treat them fairly and honestly may have an impact on how much they act opportunistically or otherwise.

1.2 Research Problem

Employee performance may be impacted by human resource management, which will have a direct effect on business productivity and performance. Making more money and accomplishing organisational goals are the long-term goals of every business organisation. But without HRM, the business would not be able to recognise the worth of its workers and provide them the right tasks. This will put a strain on the business and become a barrier that keeps it from operating more effectively and efficiently since employees won't be able to provide their best efforts or use their expertise for the benefit of the firm.

In these situations, a lot of businesses are worried about the outcomes but have left out the steps to improve worker performance. Workplace trust requires a corporation to have extensive information, such as HRM, in order to boost employee performance feature that will cause both employee and business performance to naturally increase (Ying, 2012). Furthermore, developing nations frequently overlook the influence of HRM on a business and employee personal development, claim Tabouli et al. (2016). A small number of studies demonstrate that emerging nations, like Libya in Africa, are less committed to adopting a complete HRM than the US and other Asian countries.

The goal of a business is to maximise its potential. Workers who make up the majority of the firm's assets and capital should be paid well, given proper training, and treated in a way that makes them happy to work for the company. But if a business was unable to maintain those seasoned employees, high-achieving employees, and a business performance as well because a high turnover rate, inadequate HR management, lax corporate policies, and other factors would damage the company's reputation (Ozolina-Ozola, 2014). This is because workers have trouble performing and working for a corporation that doesn't care about their needs and desires. Additionally, it's critical for businesses to treat workers fairly so they feel valued by the organisation.

Human resource management is a fundamental approach that practically all top organisations have either adopted or are currently implementing in order to create, achieve, and ultimately sustain a competitive edge. Practices in human resource management help businesses in their particular industries retain this kind of competitive edge. Any organization's HR procedures make sure that workers' requirements are met and that they are happy, which improves worker performance. Unfortunately, there aren't many hospitals in Badin where adequate HR procedures are followed.

To analyse how HR procedures (performance appraisals, training and development) affect worker

performance and to determine how workplace trust functions as a mediator in this connection at Indus Hospital's non-clinical divisions. The objectives of study are To examine Hr practices effect on employee performance at non clinical sectors in Indus hospital. To examine the workplace trust mediates relationship with HR practices. To examine the workplace trust mediates relationship with employee performance.

2.1 Literature Review: HRM operations are strategies used by businesses to manage their workforce. Omuya (2018) adds to Armstrong (2012) by pointing out that HRM encompasses all of the procedures and policies that businesses put in place to guarantee that their workers are efficiently and handled effectively (Omuya, 2018). HRM operations, according to Jashari and Kutlllovci (2020), are strategies used by businesses to manage human capital while accounting for the abilities and talents that are unique to the organization's requirements in order to obtain a competitive edge. The primary goal of human resource management is to make sure that workers in a particular company are used efficiently so that the employer gets the most value and the workers receive just compensation for their labour (Armstrong, 2012).

2.2 Hypothesis development

Training and development initiatives are essential human resource activities for raising employee performance, according to a study by Al-Qudah et al. (2014). The reason for this is that during training and development action, the business might update and develop the specific staff abilities and knowledge that enable them to handle challenging tasks. Furthermore, according to Al-Qudah, employee performance is positively impacted by training and development.

Additionally, Sal and Raja's (2016) study shown that employee performance and productivity may be impacted by training and development. This is due to the fact that numerous training and development programs offer possibilities for the worker while working on the same project (Tahir et al., 2014). For instance, skilled workers in a private transportation company can be encouraged to provide fresh ideas and views to improve the manufacturing line and streamline the present logistic process by making wiser choices. As a result, a number of studies have verified the connection between employee performance and training and development.

Van Vianee et al. (2011), however, have a different view, arguing that training and development programs won't have an impact on employee performance since some employees, particularly older ones, may exhibit learning avoidance. The reason for this is that the employee other factors, like corporate policy and salary, would influence a person's readiness to learn and assimilate new information. The following research hypothesis could be developed in light of this explanation:

H1: Training and development in connection with HR practices has significantly positive relationship with employee performance.

2.2.1 Reward system relation with employee performance

According to Ngwa et al. (2019), an incentive system that combines extrinsic and intrinsic rewards may encourage workers to go above and beyond the sales goals set by the boss or leader. Additionally, Ngwa added that When an employee feels appreciated for their work and contribution, their productivity will increase. Instead than only rewarding employees once a fiscal year, leaders who frequently acknowledge their efforts and accomplishments through rewards could enhance employee performance.

A compensation or reward system may have a good impact on employee performance, according to Martono et al. (2018). An equitable and proportionate compensation plan may boost an employee's drive to perform more as they become aware that they will be paid fairly. Given the strong association between employee contributions, services, and level of stress at work, an efficient and timely incentive system may also improve worker performance (Karami et al., 2013). Employees will constantly be

considering ways to improve work procedures and quality if the organisation can offer rewards that are accurate and equitable.

Therefore, from the standpoint of human resource management (HRM), one of the key components that influences employee performance is the reward system, which includes both monetary and non-monetary incentives. These incentives ought to be offered in a flexible manner that may be based on each person's requirements, desires, career goals, histories, and preferences (Emelianova, 2019). Therefore, in this study, the following research hypotheses are developed:

H2: Reward has significantly positive relationship with employee performance.

2.2.2 Performance Appraisal relationship with employee performance

Performance evaluation procedures have been utilised all around the world to establish employee compensation, identify employees, pinpoint strengths and shortcomings, create corrective actions to strengthen the flaws found, guide salary-based decisions, and assess according to Brown et al. (2018). According to Dangol (2020), performance appraisals give employees a forum to express their opinions and worries about their jobs and problems that impact their performance on the work. These crucial functions of performance reviews and their effects on workers highlight the necessity of an impartial and open procedure (Cappelli & Conyon, 2017).

The methods surrounding the performance appraisal process include peer appraisal, which involves evaluation by workers of equal job ranking, self-assessment, where individuals have the opportunity to evaluate themselves, and evaluation by a supervisor. Because the customer is given so much weight, the customer appraisal component has been included in many appraisal tools. Additionally, they contend that performance reviews need to highlight employees' strengths and shortcomings, assist in praising high performers, and provide a chance to address employees' shortcomings. All of these initiatives are focused on improving employee growth and performance (Cappelli & Conyon, 2017).

According to a 2019 study by Moraa and Datche, which aimed to ascertain if performance reviews at NHIF head offices resulted in better performance, there is a favourable correlation between the performance of the employees. Performance reviews boost individual productivity, which in turn boosts organisational performance, according to a study on the impact of performance reviews on staff productivity in Kenyan colleges.

Employee performance and productivity are enhanced with the help of the performance review. Decisions about promotions and evaluations of strengths, weaknesses, and abilities are made through appraisal (Nor & Abdullah, 2020).

The purpose of performance reviews is to make sure that workers are performing at the appropriate levels and in compliance with policies and guidelines (Nitika & Arora, 2020). The impact of performance reviews on employee performance has been studied by a number of scholars. According to Shaharyar's (2014) comprehensive analysis of the research, performance appraisals result in better performance.

H3: Performance Appraisal has significant effect on employee Performance

2.2.3 Workplace trust mediator relationship with HR practices and employee performance

According to ongoing research, there is a link between HRM practices and organisational performance that can be strengthened by organisational trust. Numerous studies have shown that in order to relate these two ideas, trust is necessary. Trust is cited by Pervaiz, Imran, Arshad, Haq, Mobeen, and Khan (2014) as among the most crucial elements of management-supervisor collaborations, employee-supervisor relationships, and workplace relationships. It has been discovered that when organisations employ human resource management practices successfully and efficiently, trust plays a part in their resource utilisation.

In this case, trust might be interpreted in two ways. Individual viewpoints are considered in the first. The second assesses the relationships between ideas (Lazim & Perlis, 2016).

Trust helps organisations consistently achieve outstanding organisational results. According to Hassan, Toyman, Semerciöz, & Aksel (2012), trust accounts for almost half of an organization's effectiveness. Maintaining an organisational trust is necessary for competitive advantage since it dictates how workers should be treated. According to Celep and Yilmazturk (2012), trust is essential since it makes it easier to identify business-threatening activities.

H4: Workplace trust has significantly mediates hr practices and Employee performances.

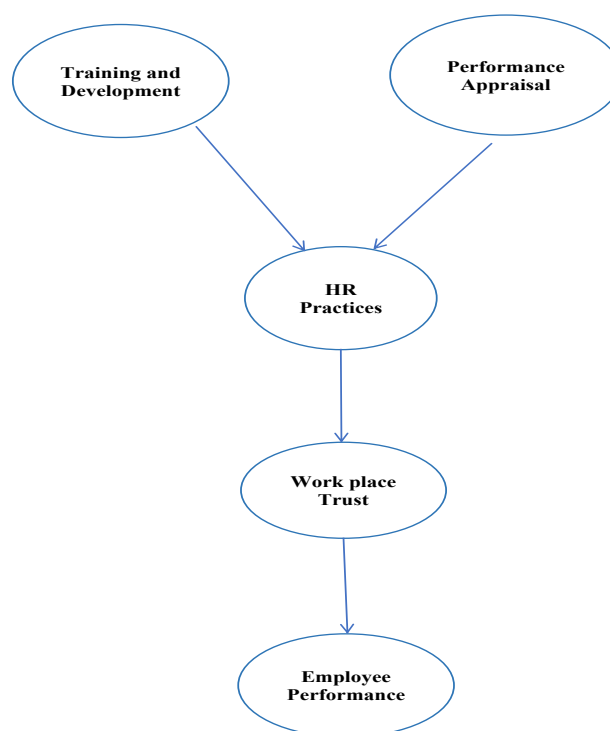
2.3 Research Gap

While a significant amount of research has been done on how HR practices might improve employee performance, most of this work has looked at HR practices separately rather than as a whole (Albrecht et al., 2015). Consequently, little is known about the ways in which the integrated use of HR strategies influences performance results. The role of workplace trust as a mediator between HR practices and employee performance has also received little attention in previous research, despite the fact that it has been recognised as a crucial component of organisational success (Zhang & Akhtar, 2013).

Further, most previous research has been done in developed economies, which leaves a contextual gap in developing nations like Pakistan, where there are considerable differences in organisational structures, cultural dynamics, and HR implementation issues (Farooq & Khan, 2019). According to Paauwe and Boselie (2005), prior research has also tended to focus on managerial viewpoints, frequently ignoring how employees view HR procedures and how these views interact with workplace trust to affect employees' performance.

Lastly, the COVID-19 pandemic, globalisation, and technological advancement have all caused rapid changes in workplace dynamics; however, there are still few empirical studies that examine how these changes have altered the relationship between HR practices, trust, and performance (Cooke et al., 2020). Since workplace trust is a key mechanism, more research is necessary to examine these interactions in the context of developing economies.

2.4 Conceptual framework



3.1 Research Methodology: In order to do the research, descriptive research is utilised to collect data and information that indicates the traits or, depending on the target demography, variables associated to induced employee performance. Additionally, it helps researchers identify the factors that influence the circumstance or qualities they are studying.

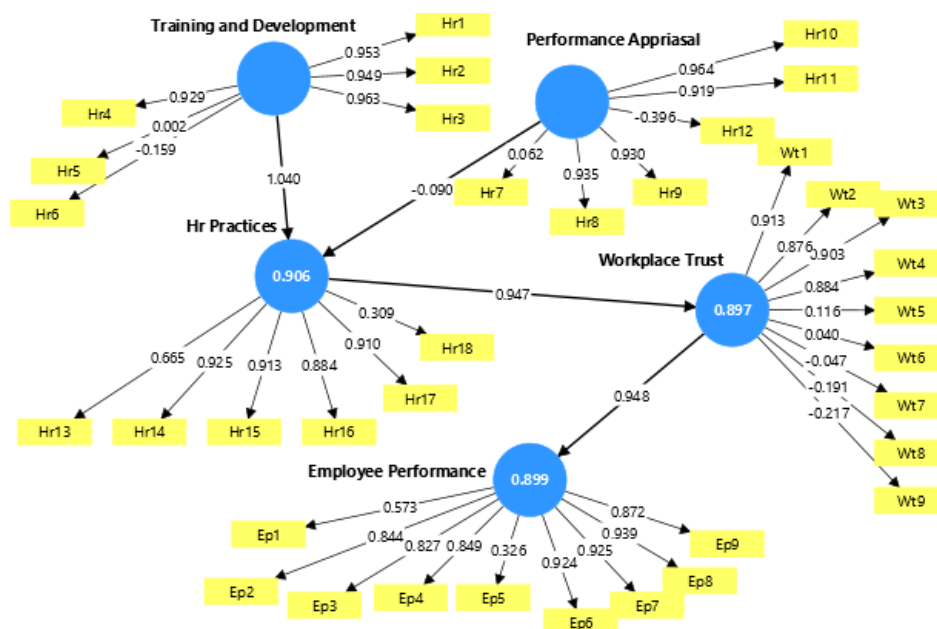
Geringer et al. (2002) are among the numerous researchers. The goal of quantitative research is to analyse quantitative data in an effort to answer a question. Take the data provided in the form of figures, For Instance compared to qualitative research, quantitative research generally allows researchers to communicate with and collect data from study participants quickly, giving them a deeper understanding of a phenomenon from their perspective.

3.2 Sampling technique: In this study, convenience sampling will be employed as a non-probability sample technique research since it's a fantastic option because the participants are frequently easy to find and reach. For instance, using friends and relatives as a sample group is easier than finding random participants since this sampling strategy helps the researcher get past a number of obstacles to the study, like time restrictions (Taherdoost, 2016).

The larger the sample size, the less likely the results are to be skewed, according to Chatterjee and Diaconis (2018). Thus, roughly 200 people make up the sample size for this study. Additionally, the respondents were given access to 200 survey questionnaires, which were designed to look at how HRM aspects affect employee performance. This is because due to the possibility that some research participants will not respond to the questionnaire they have been issued. Typically, the survey is disseminated using a variety of platforms, such as Facebook, Instagram, Gmail, WhatsApp, and sharing between participants.

4.1 Results

Structural education model analysis



The Structural Equation Model (SEM) provided demonstrates the postulated relationships between the major human resource practices, the workplace trust and employee performance. The model comprises of five latent constructs with Training and Development, Performance Appraisal, HR Practices, Workplace Trust, and Employee Performance as the five latent constructs, each having multiple observed indicators in the form of yellow boxes (Hr1-Hr18, Wt1-Wt9, Ep1-Ep9). The three observed

variables (Hr1-Hr3) used to measure Training and Development have high factor loadings of between 0.949 and 0.963 which implies that the measures are reliable in measuring the latent construct. Further, Hr4-Hr6 have lower loadings, even Hr5 and Hr6 have a slight negative value or even no value; indicating that they are not contributing significantly to this construct. Hr10-Hr12 and Hr7-Hr9 are the measurements of Performance Appraisal and have factor loadings that are predominately positive, with an exception of Hr12 (-0.396) and Hr7 (-0.090): This indicates weak or negative correlations. HR Practices is an intervening construct that is fed by Training and Development (loading = 1.040) and Performance Appraisal (loading = 0.062) and has a significant impact on various HR-related indicators, with loading coefficients (0.655 to 0.925), proving that the items are useful in representing the HR Practices construct.

Workplace Trust is directly affected by the HR Practices (loading = 0.947) and is a strong predictor of its own measures (Wt1-Wt9), where most loading values above 0.87, but some of the items such as Wt6 (-0.047) and Wt8 (-0.217) have weaker loading. This indicates that the latent construct can be said to be strong but some items might need to be refined.

Lastly, Workplace Trust will have a direct effect on Employee Performance (loading = 0.948) and it is measured by the indicators Ep1-Ep9, with factor loading generally greater than 0.8, which is a strong indicator of reliability. Reduced loading's of the Ep6 (0.326) indicate that the given item is not likely to fit the latent construct effectively. On the whole, this SEM diagram illustrates the structural relationships that are proposed in the research, and that Training and Development, and Performance Appraisal have mediated causes on Workplace Trust which, in turn, has a significant effect on Employee Performance. The measurement validity of the model is generally high, but some indicators might need a revision by using low or negative loading's.

Path coefficients

	Employee Performance	Hr Practices	Performance Appraisal	Training and Development	Workplace Trust
Employee Performance					
Hr Practices					0.947
Performance Appraisal		-0.090			
Training and Development		1.040			
Workplace Trust	0.948				

Path coefficients are also a measure of the strength and direction of these relationships whose values can be used to comprehend how one construct affects another. **Employee Performance and Workplace Trust (0.948):** The work place trust to employee performance path coefficient (0.948) shows that there is a very strong and positive relationship. **HR Practices and Training and development (1.040):** Training and Development has a positive impact on HR Practices but the path coefficient of 1.040 is strong. This means that good training and development initiatives greatly empower the overall HR practices in the organization. **HR Practices and Performance Appraisal (-0.090):** The negative path coefficient of -0.090 of the Performance Appraisal to HR Practices indicates that there is a weak negative relationship though not strong.

Workplace Trust (0.947): The HR Practices to Workplace Trust path coefficient of 0.947 shows that the relationship between the two is very high and positive.

R-Square

	R-square	R-square adjusted
Employee Performance	0.899	0.898
Hr Practices	0.906	0.904
Workplace Trust	0.897	0.896

The findings suggest the predictive strength of independent variables to the dependent constructs in the research. To performance of the employees, $R^2 = 0.899$ and adjusted $R^2 = 0.898$ implying that about 89.9 percent of the variance in the performance of employees is explained by the predictor variables in the model. The fact that there is a small difference between the R^2 and adjusted R^2 means that the model is not overfitted and the predictors can indeed describe the performance of employees. On the same note, the R^2 and adjusted R^2 of the HR practices are 0.906 and 0.904 respectively, where 90.6 percent of the variance in the HR practices is explained by the model which is very strong. The strong correlation between adjusted R^2 proves the resilience of the model in the absence of inflation as a result of predictor numbers.

In the case of trust in the work place, the adjusted R^2 is 0.896 and the R^2 is 0.897, indicating that about 89.7 percent of the difference in trust in the work place is attributed to the independent variables. Once again, the fact that R^2 and adjusted R^2 are virtually the same is an indication that the model is giving a stable and accurate prediction of trust in the workplace.

5.1 Discussion: The current research aimed at investigating how training and development, performance appraisal and HR practices affect the workplace trust and the effects of workplace trust on employee performance. The findings of the structural equation modeling allow giving a significant empirical validation to many of the proposed relations and giving crucial information on how HR mechanisms influence employee attitudes and performance outcomes. The findings discussion reveals that the model has good explanatory power, as the R^2 values of employee performance, HR practices, and workplace trust are 0.899, 0.906, and 0.897, respectively, and they represent high variables explained by the independent variables. Hair et al. (2021) argue that the values of R^2 exceeding 0.75 can be regarded as significant, and the values obtained in this study exceed that point, which proves that constructs incorporated into the model are very relevant in predicting trust and performance. These findings indicate that the perceptions of employees towards HR practices and developmental opportunities are key in determining the level of trust that they have to the organization that ultimately boosts their performance. The results validate the main point in organizational behavior literature which states that HR systems are signals that determine how employees will interpret fairness, support, and credibility (Bowen and Ostroff, 2004) which all co-fourth grade to the establishment of trust.

Taken together, the findings of this research create strong evidence that HR practices and training and development are the key drivers of trust in the workplace that subsequently improves the performance of employees. These results are in line with the social exchange theory, which opines that employees return organizational support and fairness in form of favorable attitude and performance (Blau, 1964; Cropanzano and Mitchell, 2005). Trust in the workplace is a psychological process that HR policies can use to influence the behavior of its workers because employees who have trust in their organizations have greater chances of exhibiting commitment, cooperation, and high performance (Dirks and Ferrin, 2002). The results support the essence of having HR systems that are equitable, open, and accommodative, because the systems will give employees some signs that the organization is reliable and that it cares about them.

5.2 Conclusion

To sum it all up, the research has proven that training and development as well as HR practices play a great role in promoting trust in the workplace, which, in turn, leads to improved performance of the employees. This also highlights the mediating value of trust in the research of organizational behavior and performance. Although performance appraisal did not have much impact on the level of trust in the work environment in this study, the drastic impacts of HR practices underscore the significance of providing uniform and open HR systems in promoting positive attitudes of employees. The results also prove that responses from greater levels of trust by the employees when they believe that the organization is fair and supportive will translate to greater results from better performance outcomes. It

is in line with the findings of Eisenberger et al. (2001) who state that perceived organizational support has a positive impact on psychological safety and performance. The outcomes put workplace trust as a key determinant in converting HR initiatives to employees' behaviors that are beneficial to the organization.

5.3 Recommendation

Based on these findings, there are several recommendations which could be made. To begin with, organizations need to work on enhancing HR policies and making their implementation more transparent. Since the impact of HR practices on trust is large, it should work to improve the aspect of fairness, clarity, consistency, and availability of HR processes. It has been found that open HR systems ease the uncertainty and strengthen trust in management (Searle et al., 2011).

Second, strategic improvement of the training and development programs needs to be considered because they are one of the main contributors of trust and organizational support in the minds of the employees. Organizations must have constant learning opportunities, career development channels and skill developing workshops where all employees will have equal access. Noe (2017) suggests that investing in training can not only increase the competence of employees but also reduce the level of commitment on the part of the employer, which also increases trust.

5.4 Limitation of Study

It is important to recognise the limits of this work, even if it is anticipated to yield significant theoretical and practical advances. First, only non-clinical departments (Warehouse, Finance, and HR) are the subject of the study, which is carried out within a single organisation (Indus Hospital). Because of its narrow focus, the results might not be entirely applicable to clinical divisions in the same hospital, other medical facilities, or other organisational domains.

Second, compared to larger-scale research, the study's statistical power is limited due to its limited population of 200 employees, which is manageable for data collecting. Because the research sample is limited to a single institution, the findings could only represent the organisational culture and procedures specific to Indus institution and might not account for more widespread differences in HR practices throughout Pakistan's healthcare industry.

References

- Ajayi, K. (2017). *Research methodology in social sciences*. Lagos: University Press.
- Akhtar, S. (2016). Research design and methodology: Concepts and applications. *Journal of Social Research*, 12(2), 45–58.
- Amjad, S., Hameed, Z., & Liu, Y. (2021). Training, development, and employee capability enhancement.
- Arshad, B., Hassan, H., & Azam, A. (2023). The impact of employees' experience of high-performance work systems on innovative behavior in professional service firms. *Frontiers in Psychology*, 14, 1324474. <https://doi.org/10.3389/fpsyg.2023.1324474>
- Armstrong, M. (2012). *Armstrong's handbook of human resource management practice* (12th ed.). Kogan Page.
- Aslam, H., et al. (2013). Human capital and organisational success in emerging industries.
- Azeem, M., et al. (2021). Social complexity and human resource historical sensitivity in organisational performance.
- Borghouts-van de Pas, I., et al. (2021). Job-to-job assistance and HRM's role in preventing unemployment.

- Brown, S., et al. (2011). Employee commitment and productivity relationships. Carl, H. (1991). *Data analysis for social sciences*. Boston: Allyn & Bacon.
- Cascio, W. F., Terpstra, D. E., & Rozell, E. J. (2006). Organisational benefits of effective HR practices.
- Chatterjee, S., & Diaconis, P. (2018). *Sample size determination in empirical studies*. New York: Springer.
- Chernyak Hai, L., & Boon, C. (2012). Organizational citizenship behaviors: Socio psychological antecedents and outcomes. *RIPSO*, 253, 53–68.
- Dalati, N. (2018). The use of Likert scale in measuring attitudes: An overview. *International Journal of Social Science Research*, 6(1), 23–34.
- Dayarathna, D. M., et al. (2019). Impacts of HR practices on organisational performance.
- Durrheim, K. (2006). Research design. In M. Terre Blanche, K. Durrheim, & D. Painter (Eds.), *Research in practice: Applied methods for the social sciences* (2nd ed., pp. 33–59). Cape Town: University of Cape Town Press.
- Flores, G., et al. (2020). Resource utilisation and organisational survival in competitive environments.
- Hameed, Z., et al. (2020). Employee motivation and knowledge enhancement through training.
- Geringer, J., Frayne, C., & Milliman, J. (2002). Quantitative vs. qualitative research methods: An overview. *Journal of Business Research*, 55(3), 123–130. [https://doi.org/10.1016/S0148-2963\(01\)00246-5](https://doi.org/10.1016/S0148-2963(01)00246-5)
- Helwig, N. E. (2020). *Measurement scales in research: Nominal, ordinal, interval, and ratio scales*. New York: Routledge.
- Huselid, M. A. (2014). High-performance work practices and organisational outcomes.
- Iqbal, S., Litvaj, I., Drbúl, M., & Rasheed, M. (2023). Improving quality of human resources through HRM practices and knowledge sharing. *MDPI*, 13(10), 224.
- Kheybari, S., Karimi, M., & Rahimi, H. (2020). Location considerations in field research: Effects on data accuracy. *International Journal of Research Methods in Social Sciences*, 8(2), 12–27.
- Konjen, H. (2025). Algorithmic management and the future of human work: Implications for autonomy, collaboration, and innovation. [Preprint]. arXiv. <https://arxiv.org/abs/2511.14231>
- Liu, Y., et al. (2021). Training strategies and workforce development.
- Lokman, A. M., & Atikah, N. (2018). HRM functions and employee performance variations.
- Maliha, M. N., Tayeh, B. A., & Abu Aisheh, Y. I. (2025). Impacts of human resources management strategies and practices on workers performance in construction industry: A review. *Journal of Construction Engineering and Management*.
- Manzoor, F., et al. (2019). Historical sensitivity of human resources as a competitive advantage.
- Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of Management Review*, 20(3), 709–734. <https://doi.org/10.5465/amr.1995.9508080335>
- McAllister, D. J. (1995). Affect and cognition based trust as foundations for interpersonal cooperation in organizations. *Academy of Management Journal*, 38(1), 24–59. <https://doi.org/10.2307/256727>