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ENHANCING ORGANIZATIONAL PERFORMANCE THROUGH HRM PRACTICES: INSIGHTS FROM THE SERVICE INDUSTRY IN ALBANIA

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Abstract

Human Resource Management contributes to the success of any organization. In a dynamic environment where innovation, efficiency, and adaptability are key to success, effective HRM practices are crucial for achieving and sustaining organizational performance. This article offers a perspective on the role of training, performance evaluation, and recruitment in organizational success. By recognizing the significance of these factors and investing in initiatives to promote them, organizations can create a thriving work environment conducive to achieving their strategic objectives. This article explores how HRM impacts organizational success through training, performance evaluation, and recruitment using big companies within the service



industry in Albania as a target of primary research. The study uses Pearson's correlation analysis and regression analysis to examine the relationship between these variables and organizational performance. The results reveal a positive correlation between all three independent variables and organizational performance. However, in the regression analysis, only training and recruitment emerge as statistically significant predictors of organizational performance. These findings suggest that while performance evaluation may have a positive relationship with organizational performance, its impact may not be perceived as strong as training and recruitment. The findings shed light on the importance of fostering a well-trained workforce, investing in proper performance evaluation and management, and managing proper recruitment processes, which affect organizational success. Insights gained from this research contribute to a deeper understanding of the dynamics between human resource management practices and organizational performance.

Keywords: Human Resources Management, Training, Performance evaluation, Recruitment, Organizational Performance, Organizational success

INTRODUCTION

Human resources management (HRM) is one of the main organizational management functions that plays a key role in achieving organizational success. Dealing with one of the most important and complex resources of an organization, its employees, this function becomes a key component to achieve organizational success. To thrive in a highly competitive environment, labour relations are experiencing notable transformations. In today's ever-changing business landscape, characterized by swift technological advancements, globalization, and shifting market dynamics; human resources management significance in ensuring organizational competitiveness and sustainability has greatly increased. Facing such an environment, companies must cultivate a proficient workforce fostering creativity, innovation, efficiency, and effectiveness, therefore HRM plays a key role through a broad range of activities aimed at optimizing the abilities of a company's workforce to accomplish its goals.

Many authors have researched how HRM affects organizational performance due to the impact it has on the attitude and behaviour of the employees. Hubais et al., (2023) in their research emphasize that HRM practices, transformational leadership, and organizational commitment have a significant positive impact on employee performance, with organizational justice playing a moderating role. Kavoi and K'Obonyo (2020) in their systematic review examined the relationship between HRM practices and organizational performance, considering the unique challenges and opportunities faced by small and medium enterprises. The study

from Yang et al., (2021) investigated the mediating role of job satisfaction and the moderating role of organizational learning in the relationship between HRM practices and organizational performance, offering insights into the underlying mechanisms. Aryee et.al, (2021) examined the relationship between high-performance work systems and employee outcomes, exploring the mediating roles of organizational support and empowerment in translating HRM practices into positive employee outcomes. Silva et al., (2019) in their study explored the mediating role of knowledge management capability in the relationship between HRM practices and organizational performance, highlighting the importance of knowledge processes in driving performance outcomes. Bos-Nehles et. al, (2017) explored the relationship between HRM practices and firm performance over time, offering insights into the long-term impact of HRM on organizational outcomes. Al Mamun and Uddin (2017) in their study examined how HRM practices influence organizational performance shedding light on specific practices and their effectiveness. Oghojafor and Imeokparia (2018) in their study investigated the predictive power of HRM practices on organizational performance, providing insights into the mechanisms through which HRM influences outcomes.

HRM aims to efficiently accomplish organizational objectives through various functions and processes, such as recruitment, selection, training and development, compensation, performance evaluation, and management and employee retention. Organizations can gain a competitive advantage through effective HRM practices, as a high-performance workforce is hard to duplicate and therefore becomes a strong source of advantage. The way an organization uses its human resources for the development and implementation of its strategies can strongly affect its performance (Tola, 2022). HRM impacts organizational performance through its impact on employees' behaviour, attitudes, and job results. Through fostering a positive workplace atmosphere, and promoting employee engagement, management of human resources aims to achieve organizational performance and ensure lasting organizational success. Attracting and retaining top talent is essential for organizations seeking to gain a competitive edge, as investing in employee development and training is essential for enhancing individual performance and fostering continuous improvement within the organization. HRM facilitates the design and implementation of training programs that equip employees with the skills and competencies required to excel in their roles and adapt to changing job requirements. Effective HRM practices significantly and directly improve organizational performance (Safwan et al., 2023). Although all aspects of HRM are important to the success of the organization, the purpose of this article is to further analyse the effects of training, recruitment, and employee performance evaluation on organizational performance, as proper HRM strategies, for

recruitment, training, compensation, and performance management, significantly impact organizational commitment (Almutairi and Aslawalhah, 2020).

Training is a process by which organizations invest in building, improving, and advancing their employees' competencies. Effective training programs are essential for equipping employees with the necessary skills and knowledge to perform their roles efficiently. This section delves into the importance of training in enhancing employee competencies, adapting to technological advancements, and promoting innovation within organizations. Given the importance of training in building organizational competencies, many authors have researched about training and its impact towards successful organizational performance. Herdajanto (2023) emphasized that education, training, and motivation significantly impact employee performance, contributing to organizational success. Utomo et al., (2023) stated in their research that perceived organizational support and innovative work behaviour positively affect performance, while organizational trust mediates the relationship between perceived organizational support and performance. Susanto et al., (2023) emphasized that performance management is influenced by competence and coaching skills, which in turn impact organizational sustainability. Navya (2023) emphasized that training and development are interconnected processes that significantly influence organizational effectiveness, with well-trained employees contributing to improved performance and profitability. According to Diwedi and Nema (2023) effective training and development initiatives are linked to improved organizational performance, with the need for organizations to optimize their strategies for sustainable growth. Al-Khasawneh et al., (2022) defined in their research that organizational training operations management, encompassing the identification of training needs, design, implementation, and evaluation of training programs, has a statistically positive impact on job performance. Ismael et al., (2021) emphasized that training and development programs directly impact organizational effectiveness, with progress and development being essential for an effective organization. According to Khilukha (2021) training and development positively impact employee performance by improving their knowledge, abilities, and achieving organizational goals.

These articles offer valuable insights into the impact of training on organizational performance, encompassing theoretical perspectives, evaluation frameworks, and empirical research within the field of human resource development. Effective training programs equip employees with the knowledge, skills, and abilities necessary to perform their jobs effectively. Training can take various forms, including on-the-job training, workshops, seminars, and e-learning modules. Well-designed training programs not only enhance employees' job performance but also improve their confidence and job satisfaction. Moreover, continuous learning and development opportunities signal to employees that the organization values their

growth and invests in their success, which can lead to higher levels of engagement and retention. Ultimately, a skilled and knowledgeable workforce is better equipped to contribute to organizational goals and drive performance improvements.

Recruitment is the process that contributes to the organizational efforts to enrich its human resources with new entries. Many authors have researched regarding the relationship between recruitment practices and organizational performance, offering empirical evidence, theoretical frameworks, and practical implications for HR professionals and organizational leaders.

Martins et al., (2023) emphasized that employee recruitment influences organizational effectiveness, specifically in financial terms and other factors, using a system dynamics approach. Sai Sharan and Karpagavalli (2023) research, pointed out that effective recruitment and selection processes influence workforce quality, overall performance, employee performance, retention, and overall organizational outcomes. According to Sitepu et al., (2022) recruitment, training, and capacity building positively and significantly affect employee professionalism, which in turn positively and significantly affects employee performance. Miranda and Fernando (2020) emphasized that proper recruitment and selection procedures, training, performance appraisal, and reward management significantly impact perceived organizational performance. Lee et al., (2021) in their study investigated the mediating role of employee turnover in the relationship between recruitment strategies and organizational performance, offering insights into the underlying mechanisms. Jones and Smith (2016) offered an overview of the existing literature on the impact of recruitment practices on organizational performance, summarizing key findings and insights. Brown and Wilson (2020) developed a comparative study to examine how different recruitment methods impact organizational performance in both public and private sector organizations in the UK, highlighting potential differences and similarities.

These articles provide insights into the relationship between recruitment practices and organizational performance, offering empirical evidence, theoretical frameworks, and practical implications for HR professionals and organizational leaders. Recruitment involves attracting, selecting, and hiring the right candidates to fill job roles within the organization. Effective recruitment practices are essential for building a talented and diverse workforce that aligns with the organization's objectives and culture. By recruiting individuals with the right skills, qualifications, and cultural fit, organizations can enhance team dynamics, collaboration, and overall performance. A strategic approach to recruitment ensures that the organization has the talent it needs to adapt to changing business environments and remain competitive. Hiring the

right people from the outset minimizes turnover, reduces training costs, and contributes to long-term organizational success.

Performance evaluation refers to the process of assessing and appraising employees' job performance against predetermined criteria and standards. It is a systematic and structured approach used by organizations to measure and evaluate employees' contributions to achieving organizational goals and objectives. Several articles offer valuable insights into the relationship between performance evaluation and organizational performance, drawing from empirical research, theoretical frameworks, and practical implications within the field of HRM.

Karoso et al., (2022) emphasized that organizational commitment mediates the relationship between work environment and employee performance, affecting employee performance. As of Sadrija (2017) performance evaluation, feedback, and employee training are necessary for an organization's success, as they contribute to employee reflection, discussion, and method changes. Oncioiu et al., (2018) pointed out that employee performance evaluation ties employee motivation to organizational performance, contributing to efficiency and development. As of Senen et al., (2017) a well-designed employee performance evaluation system based on competency can provide a clear picture of employee performance, contributing to organizational success. Longenecker and Gioia (2003) conducted a study on the importance of job feedback and goal setting to performance appraisal, demonstrating the link between effective performance evaluation practices and organizational performance over time. DeNisi and Pritchard (2006) developed a motivational framework for performance appraisal and management, discussing how performance evaluation systems can be designed to enhance individual performance and contribute to organizational effectiveness.

These articles offer further insights into the relationship between employee performance evaluation and organizational performance, drawing from diverse perspectives, and empirical research within the field of human resource management and organizational behaviour. Employee performance evaluation plays a crucial role in shaping organizational performance through several mechanisms: Identifying strengths and weaknesses; setting clear expectations; and facilitating feedback and development. As employees develop and improve, organizational performance is also enhanced through a more capable and adaptable workforce. Performance evaluation promotes a culture of continuous improvement within the organization. Regular performance assessments encourage employees to reflect on their performance, identify areas for improvement, and strive for excellence. Organizations that foster a culture of learning and development through performance evaluation are better positioned to adapt to changing market conditions, innovate, and maintain a competitive edge, driving long-term organizational performance. Performance evaluation is intricately linked to organizational performance by

providing insights into individual and collective performance, setting expectations, facilitating feedback and development, supporting decision-making, and driving a culture of continuous improvement. By effectively managing and leveraging employee performance, organizations can enhance their overall effectiveness, productivity, and success.

METHODOLOGY

Based on the theoretical analysis, both training, performance evaluation, and recruitment are considered important aspects of HRM that contribute to organizational performance. However, due to the fact, that HRM application in the private sector is new and not yet consolidated, the article aims to analyse the level of perception of the managers in the service industry in Albania, regarding the role of training, performance evaluation, and recruitment, towards organizational success. The study is developed based on two research questions:

- *Research question 1:* “Do the managers of big companies in the service industry in Albania, perceive a positive relation between training, performance evaluation, recruitment, and organizational performance?”
- *Research question 2:* “How can training, performance evaluation, and recruitment in these companies, according to the managers’ perception impact organizational performance?”

The study is developed based on primary and secondary research. The primary research is performed using the analysis of big companies operating in the service industry in Albania. The companies that were selected as target for the research have over 250 employees, for the research to be based on the analysis of companies with a functioning HR department, policies, and practices. The purpose for such selection has to do with the fact that HRM in the Albanian private sector is relatively new and analysing those companies which in terms of employee size should have a functioning HRM, would provide a more realistic view of the industry. This study utilizes a quantitative approach, employing Pearson's correlation test and regression analysis to examine the relationships between motivation, training, and recruitment versus organizational performance.

The data were collected using structured questionnaires using Likert scale and multiple choice. In order to properly construct the questionnaires, they were primarily tested and revised, and after finalisation they were distributed for data collection. The data were elaborated using SPSS 26 software. The questionnaire was distributed to 30 companies and got answered from 128 respondents working in higher management positions in these companies.

In order to properly analyse the data and respond to the research questions, Cronbach Alpha, Pearson's r correlation and regression analysis are used as instruments. The reliability of

questionnaire construct was tested using Cronbach Alpha. In order for the questionnaire construct to be reliable the value of the coefficient should be above 0.7 and closer to 1 (Tola & Mustafaj, 2024). The result of the test value was 0.916 for the group of questions related to the training; 0.801 for the group of questions regarding recruitment and 0.872 for the group of questions regarding performance evaluation, therefore the questionnaire construct is considered valid to collect data at different times and using different samples. Although the questionnaire included more aspects of human resources, just for the purpose of this article, the focus was put on the relationship between training, performance evaluation, and recruitment, towards organizational performance.

RESULTS AND DISCUSSION

The purpose of the research is to analyse the perception of higher management in the service industry in Albania, regarding the role of recruitment, performance evaluation, and training of employees toward organizational performance. The results section presents the findings of the statistical analyses, using Pearson's correlation test and regression analysis, clarifying the perceived strength and direction of the relationships between training, performance evaluation, recruitment, and organizational performance. Statistical significance and coefficients are interpreted to discern the impact of each variable on organizational performance. The data were collected using a structured questionnaire with multiple choice questions, using Likert scale from 1 to 5. Out of the 128 collected questionnaires, eight were considered not valid, therefore only 120 questionnaires were included in the analysis. Through a set of questions, respondents were asked to provide their opinions regarding each aspect of HRM considered in this study. Based on the data collected, the training process was valued with an average result of 4.063 and standard deviation (Sd.) of 0.743; the Performance evaluation received an average score of 3.940 with a Sd. of 0.708; while the Recruitment was valued at 4.107 with a Sd. of 0.599. The research was based on two research questions which are analysed using statistical tests so that answers would be well supported.

Research question 1: “Do the managers of big companies in the service industry in Albania, perceive a positive relation between training, performance evaluation, recruitment, and organizational performance?”

To respond to this research question, we used correlation analysis to examine the relationships between the dependent variable, “organizational performance” and independent variables “training, performance evaluation, and recruitment”. The analysis was performed using Pearson's correlation test, whose coefficients reveal the strength and direction of the

relationships between the dependent and independent variables. The results of the correlation analysis are considered significant for a p-value equal to 0.01 and are illustrated in Table 1.

Table 1: Pearson's r correlation results

<i>Variables</i>	Organizational performance	Training	Performance evaluation	Recruitment
Organizational performance	1			
Training	.494**	1		
Performance evaluation	.452**	.705**	1	
Recruitment	.546**	.718**	.425**	1

** Correlation is significant at a p-value equal to 0.01

As it is evident from the findings presented in Table 1, the coefficients of Pearson's correlation test indicate a positive relationship between the independent variables and the dependent variable. Therefore, the perception of the managers is that the independent variables - "training, performance evaluation, and recruitment" – positively affect the independent variable – "organizational performance". The correlation analysis emphasizes the fact that the more attention is placed by the businesses on training, performance evaluation, and recruitment, the more they would positively contribute to the performance of the organization.

Research Question 2: "How can training, performance evaluation, and recruitment in these companies, according to the managers' perception impact organizational performance?"

To analyse the predictive power of the independent variables regarding their contribution towards organizational performance, a regression analysis was implemented, using organizational performance as the dependent variable. At first, the multicollinearity analysis of the variables was performed, using the Variance Inflation factor which resulted to be between 1.95 and 5.23, and therefore validated the variables use for the regression analysis.

The regression model is represented by the equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

Where, the variables represent:

Y – Organizational performance

X₁ – Training

X₂ – Performance evaluation

X₃ – Recruitment

The results of the regression analysis proved to be statistically significant (F=27.62, p<0.05, and R²=0.502). The results of the regression analysis are shown in Table 2.

Table 2: Regression analysis results

Variables	Coefficients		p
	β	Std. error	
Constant	3.188	.255	.000
Training	.295	.088	.001
Performance evaluation	.080	.060	.186
Recruitment	.396	.085	.000

From the results achieved with the regression analysis, training, and recruitment have a statistically significant effect on organizational performance ($p < 0.05$) while the effect of the performance evaluation does not seem to have a statistically significant impact ($p > 0.05$). Therefore, from the regression analysis, we can conclude that from the perception of the managers of the big companies in the service industry in Albania, both training and recruitment are two variables that directly influence the performance of the organization and have a predictive power on the organizational performance using the following equation:

$$Y = \alpha + \beta_1 X_1 + \beta_3 X_3$$

$$Y = 3.188 + 0.295 X_1 + 0.396 X_3$$

In the equation, Y represents the variable 'Organizational performance'; X_1 represents the variable 'Training' and X_3 represents the variable 'Recruitment'. The equation shows that any improvement in the training and recruitment processes within these companies will have a direct effect on the improvement of organizational performance.

However, although practices related to Performance evaluation did not result as statistically significant in the regression analysis, due to the positive Pearson's r correlation, they do affect the organizational performance of these businesses, however, its impact may not be as strong or significant as training and recruitment. The analysis performed provides insights into the implications of the findings for managerial practices and organizational strategies. It explores how managers can leverage training, performance evaluation, and recruitment initiatives to enhance employee engagement, productivity, and overall performance.

CONCLUSIONS

Human resource management contributes significantly to the success of an organization by administering its most valuable asset, its people. Human resource management influences employee engagement, productivity, and satisfaction in every way, from talent acquisition and development to performance management. Through effective human resource management,

organizations can maximize their capabilities and attain a sustainable competitive edge in the ever-changing contemporary business environment. Investment in HRM thus ensures the long-term viability and success of an organization, in addition to facilitating the optimization of its performance.

The article underscores the integral role played by training, employee performance evaluation, and recruitment, in shaping organizational performance. The findings of this study shed light on the factors influencing organizational performance in big companies within the service industry in Albania. While training and recruitment emerge as statistically significant predictors of organizational performance, performance evaluation also shows a positive correlation with organizational performance. However, its impact is not as pronounced in the regression analysis. These results highlight the importance of investing in employee training and effective recruitment strategies to enhance organizational performance, and as the analysis is based on the managers' perception, this has to change regarding the role of performance evaluation and its impact on overall organization performance. Additionally, organizations should consider revisiting their performance evaluation processes to ensure they effectively contribute to organizational success. By examining managers' perceptions and utilizing statistical analyses, this article offers valuable insights into the relationship between human resource management practices and organizational effectiveness. By understanding the interconnectedness of these factors and implementing strategic initiatives to nurture them, organizations can cultivate a high-performing workforce and achieve sustained success in today's dynamic business environment. Managers play a crucial role in cultivating a conducive environment that fosters employee motivation, supports career growth, and facilitates skill development through training programs. By understanding and prioritizing these factors, organizations can achieve sustained success in today's dynamic business landscape.

Further research is recommended to explore the underlying mechanisms driving these relationships and to identify additional factors that may influence organizational performance in this context. Further studies might include more HRM practices and extend the analysis across different industries, such as manufacturing, finance, healthcare, and tourism, to identify industry-specific trends and best practices. Follow up studies might also explore how different aspects of employee engagement, such as job satisfaction, organizational commitment, and work motivation, influence organizational performance within the service industry in Albania, as well how leadership styles affect the implementation and effectiveness of HRM practices, particularly in relation to training, performance evaluation, and recruitment. Further studies could focus on analysing how HRM practices, particularly in terms of training, performance evaluation, and recruitment, influence employee turnover rates and retention strategies within the service

industry in Albania, identifying effective approaches to mitigate turnover and enhance employee. These suggestions provide potential areas for further research to deepen the understanding of the complex interplay between HRM practices and organizational performance, offering valuable insights for both academia and practitioners in the field of human resource management.

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