

STRATEGIC HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL BEHAVIOR FOR EMPLOYEE PERFORMANCE AND LEADERSHIP

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To promote and maintain competence in managing human resources at every stage of their career development. Career Objective: To learn and develop competence in human resource management throughout their career.

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Abstract

In this study, the impact of Strategic Human Resource Management (SHRM) and Organizational Behavior (OB) on the performance and effectiveness of employees was reviewed in the modern organizations. The method used for the study was quantitative with a sample of 250 employees, supervisors, managers and human resource professionals from public and private organizations. The data was gathered with the use of a structured questionnaire having a five point likert scale and the data obtained was analyzed both descriptively, correlation analysis and multiple regression. Overall, the training and development practices obtained the highest mean score for training and development among the SHRM practices, and the teamwork variable had the highest mean score for organizational behavior variables. It was found that there was a positive strong correlation between SHRM and employee performance ($r = 0.781$, $p < 0.001$) and between SHRM and leadership effectiveness ($r = 0.744$, $p < 0.001$) in the correlation analysis. Finally, regression analysis also showed that SHRM practices ($\beta = 0.482$, $p < 0.001$) and organizational behavior factors ($\beta = 0.417$, $p < 0.001$) significantly predicted employee performance. The findings further revealed high leadership effectiveness, the leadership development program gave the mean score of 4.24. The research found that those organisations that have good practice in recruitment, training, performance management, employee participation, communication and team working experience greater productivity levels among employees and good leadership outcomes. Furthermore, the positive HR practices, combined with positive organizational behavior contributed to enhance workplace performance, organizational commitment and employee engagement. The results of the study indicate that integrated human resource management, positive organizational behavior and leadership development are possible strategies in achieving sustain able competitive advantage in the organization. These strategies can boost organizational effectiveness, enhance employee capabilities and contribute to the long-term success of the business in dynamic and competitive marketplaces.

1. Introduction

Human resources has emerged as one of the critical strategic assets of the organizations in today's competitive and dynamic business environment (Knies et al., 2024). It is crucial to know that those organizations that develop a talent management strategy and can recruit, train, motivate and keep talented employees will be better at succeeding and sustaining themselves in the long-term. Strategic Human Resource Management (SHRM) has become one of the most important managerial tactics that help to integrate HR practices with the organizational goals and objectives (Chowdhury et al., 2024). SHRM is not only about people management, such as HRM, but also aligning workforce planning and talent management, leadership development, performance management, and employee engagement to the overall strategic plan of an organization. The alignment creates a chance for companies to increase employee productivity, enhance leadership abilities and build competitive advantage that is lasting (Boselie & Van der Heijden, 2024).

Another organizational behavior that is crucial in organizational effectiveness and employee outcome is organizational behavior. Organizational Behavior is the research area of behavior of a person and a group in an organization or organization's behavior and how the organizational structure, culture and leadership style can influence the attitude of the employee and the performance of the employee (Collins, 2022). Understanding organizational behavior enables managers to make a contribution to becoming positive organizational cultures where collaboration, innovation, motivation and commitment are encouraged. Organisational behaviour management contributes to increased levels of Job Satisfaction, reduced turnover, improved teamwork and improved levels of organisational performance. In a growing diverse and technologically sophisticated world, knowing how to manage the dynamics of behavior is a key aspect of gaining effective leadership and workforce management (Taylor et al., 2024).

An important measure of an organization's success is employee performance. The Achievement of the best performers within the company directly influences the productivity, quality of service, innovation and customer satisfaction of the company. The appropriate employment of human resources including training and development, assessment of performance, compensation systems and career planning and paths in the workplaces have a direct effect on the performance outcomes of employees. In the meantime, other organizational behavior factors such as organizational culture, communication, motivation, job satisfaction and leadership effectiveness have an impact on employees' willingness and ability to perform well. Thus, organisations need to take integrated approaches where strategic human resource management is integrated with positive organizational behaviour practices (Armstrong, 2024).

One of the important aspects of leadership is to relate the strategic human resource management with the organizational behaviour. Great leaders have a positive influence on the attitude of employees, inspire them to commit, contribute to organizing changes in the organization and establish high-performance cultures. The business world demands leaders to manage different types of teams, to grow employees and to foster innovation and fit into the business landscape. One of the common strategic HR efforts is leadership development and succession planning to guarantee the organization's continuity and sustainability. Organizations can also benefit from theories of organizational behaviour in understanding leadership styles, decision-making processes, interpersonal relationships and team dynamics that are negatively impacting the performance of an organization (Tahir et al., 2024). As the importance of knowledge-based economies grows, digital transformation, globalization and diversity in the workforce, the importance of effective strategic human resource management and organizational behavior practices is further highlighted. Organizations that have done a great job of effectively integrating these disciplines over a multi-year period stand to gain in employee engagement, growth of effective leadership,

adaptability and strategic outcomes. Thus, the importance of studying the link between SHRM, organizational behavior, employee performance, and leadership, for both academic research and management applications, is still very relevant.

1.1 Problem Statement

Despite significant investments in human resource activities, many organizations face problems of low employee productivity, ineffective leaders, low employee engagement, and continued high employee turnover. In many instances, human resource practices do not align with the goals set of the organization and organizational behavior issues like bad communication, bad organizational culture, bad motivational level, bad leadership among others have negative impacts on employee productivity. The strategic human resource management and organizational behavior aren't integrated that well, which hampers organizational effectiveness and restricts leaders to reach their desired performance outcome. So, the study aims to explore the interplay between strategic human resource management and organizational behavior on the performance of employees and the effectiveness of leadership in the modern organizations (Bahuguna et al., 2023).

1.2 Research Aim

To discuss the contribution of SHRM and Organizational Behavior to improve the performance of employees and effectiveness of leadership in the organization.

1.3 Research Objectives

1. To analyze the key elements of SHRM in the organization.
2. In analyzing the effect of organizational behavior factors to employee performance.
3. To assess how strategic HR practices relate to the effectiveness of leadership.

1.4 Significance of the Study

This study adds to the body of knowledge on the strategic consideration of HRM and OB in organizations and its importance. The results will help managers, HR practitioners, policymakers and organisational leaders gain insight into the links between workforce management and

employee performance and leadership outcomes (Agustian et al., 2023). The study also offers practical advice for designing effective HR strategies, behavior in the workplace, organizational culture, and the leadership development program. Moreover, the study provides significant insights to organizations that are interested in gaining a sustainable competitive advantage through the right management of human resources and organizational excellence.

2. Literature Review

Mohiuddin, Hosseini, Faradonbeh, and Sabokro (2022) discussed sustainable human resource management in higher education institutions and emphasized the increasing significance of integrating human resource practices into the long-term plans of higher education institutions. The authors claimed that sustainable HRM plays a major role in the well-being of employees, organizational commitment, leadership development and institutional effectiveness. They found that organisations with strategic HR policies have higher rates of employee engagement, satisfaction with their jobs, and retention rates. The key points of the study were that SHRM is not just about administration; it is also about developing employees, evaluating their performance and planning their succession as a part of strategic management. Based on the above observations, it can be concluded that sustainable HRM practices can help to enhance the performance of employees and at the same time to help in the growth and effectiveness of leadership of the organization.

Aguinis, Beltran, and Cope (2024) explored the role of generative artificial intelligence as a human resource management assistant and discussed its potential impact on organizational decision-making. The authors identified four areas in which AI systems can assist in recruiting, assessing employees, evaluating performance, and managing talents. Their study found that HR operations benefited from the use of generative AI, leading to increased efficiency, less HR admin and more time on strategic leadership tasks. Moreover, AI-powered HR systems offer valuable insights that aid in employee development planning and

performance monitoring. The study showed that HR strategies with technology can help improve the organizational behavior through objective decision making and enhance the HR management of an organization.

Nawaz, Arunachalam, Pathi, and Gajenderan (2024) studied the use of AI in HRM practices and its impact on the HRM approaches. It was found that the introduction of AI is a significant change in HRM approaches. The study revealed that AI technologies can be used to enhance the precision of recruitment, staffing planning, employee engagement, and overall organizational productivity. The authors underscored the importance of leveraging AI to predict staffing needs, identify skill gaps, and create leadership programs. Moreover, it also proved that firms that are ready to use digital human resource technology have a better chance of improving the performance of their employees and make them more competitive for the company. Some of the main conclusions of the study were the necessity of technological innovation and management based on the human being to obtain improvements in organizational results.

Kambur and Yildirim (2023) studied the transformation of traditional human resource management to smart human resource management systems. The authors cite recent trends in the increasing use of digital technology, in addition to analysis and strategic planning, to get the most from employees. Smart HRM integrates knowledge-based decision making, leadership development, talent management and employee engagement initiatives. They found that companies that adopted smart HR systems were able to benefit from better communication, better employee motivation and more effective leadership. The results indicate that HR strategies need to take into account technological developments and at the same time emphasize on the importance of organizational behavior and employee development.

Huang et al. (2023) suggested an artificial intelligence and HR analytics based personalized HRM framework. The authors have recommended that the deployment of personalized HR practices can enable

organizations to cater to the needs of individual employees leading to an improvement in job satisfaction, motivation and performance. They discovered predictive analytics can be leveraged in talent identification, design of development programs and leadership succession planning. Finally, the study showed that personalized HRM positively affects the organizational behavior because they give employees positive experiences and make them feel that they have an environment where they can do their work, which leads them to be productive and creative.

Tanova and Bayighomog (2022) examined the role of HRM in the service industry and delved into the antecedents and consequences of green HRM. They concluded that companies with Green HRM had positive impacts on both employee commitment, and organizational citizenship behavior (OCB) and workplace performance. The study also indicated that the leadership support is needed for HR initiatives to be implemented effectively to ensure sustainable organizational behaviour. Also, the authors pointed out how successful HR strategies have a positive impact on the improvement of organizational culture, employee morale and long-term business results. Their research further supports the proposition that SHRM and OB are closely interrelated and both impact employee performance and leadership effectiveness.

The literature reviewed shows that SHRM is not just an administrative task anymore but has become a strategic discipline that can impact the performance of employees, leadership development, organizational culture and the general effectiveness of the organization. Research has consistently found that sustainability, Artificial Intelligence, HR analytics, smart HR systems and employee-focused management are vital to the modern organization. Although a great deal has been learned about these relationships, the links between HRM and OB and their impact on employee performance and leadership in today's organizational context require further investigation. The objective of this study is to look at the dual contribution of SHRM and organizational behaviour to the achievement of organizational success.

3. Research Methodology

The research method used in this study was a quantitative research method in which the research was performed with data collection methods such as observation and documentation. The method used in this study was quantitative research that was used to investigate the relationship between Strategic Human Resource Management (SHRM), Organizational Behavior (OB), employee performance and leadership effectiveness. The research design used was descriptive/explanatory research which investigated the contribution of strategic HR practices and organizational behavior to organizational success. The methodology used was one that enabled the collection of empirical data from employees and managers in various organizational contexts to gain a comprehensive understanding of the research problem.

The target population were employees, supervisors, middle-level managers and human resource professionals in public and private sector organisations. The participants were chosen because they have direct experience with organizational policies, leadership practices, employee performance systems and workplace behaviour. Stratified random sampling method was used to have representation from different organizational levels and departments. The sample size of 250 was deemed to be adequate to ensure accurate statistical analysis and meaningful interpretation of results.

The data collected were primary data, which was obtained through using a structured questionnaire that has been developed from literature related to Strategic Human Resource Management and Organizational Behavior. The questioner was partitioned in five sections. The questioner had been divided into the five sections. The first section was for demographic data such as age, gender, level of education, organizational position and length of service. The second section focused on the Strategic Human Resource Management practice including recruitment and selection, training and development, performance appraisal, compensation management and employee involvement. The third section was dedicated to

Organizational Behavior variables such as organizational culture, the effectiveness of communication, teamwork, motivation, and job satisfaction. The fourth section assessed employee performance indicators and the fifth section was used to assess leadership effectiveness and leadership development practices.

The perception of the respondents was measured using a 5-point Likert scale: Strongly Disagree (1); Disagree (2); Neutral (3); Agree (4); Strongly Agree (5). A pilot survey was conducted to probe the questionnaire reliability and validity before the main survey with 30 participants. Participant feedback was used to make necessary changes to make it clear and consistent. Reliability analysis revealed that Cronbach's Alpha for all measurement constructs were greater than 0.70, deemed acceptable.

To maximize participation, data collection was done by means of online and printed questionnaires. The participant was informed about the purpose of the study and assured that it would remain confidential and anonymous. There was full voluntary participation and ethical issues regarding informed consent and data privacy were observed throughout the research process.

The data were analyzed by IBM SPSS Statistics software. Information regarding respondent characteristics and important variables were summarized using descriptive statistics such as frequencies, percentages, means and standard deviations. Inferential statistical techniques were used to analyze relationships between variables. Because the purpose of the study was to find the associations among the variables, Pearson correlation analysis was used. Multiple regression analysis was used to determine the predictive effect of the variables of the SHRM and OB on the performance of the employees and the leadership outcomes. The significance of the statistical results were judged at 95% confidence level ($p < 0.05$).

The methodological framework allowed to conduct systematic research into the relationship between SHRM and OB on the one hand and employee performance and leadership effectiveness on the other. It presents reliable findings derived from quantitative analysis and evidence-based interpretation which lead to a

theoretical understanding and practical organizational management(Aguinis et al., 2024).

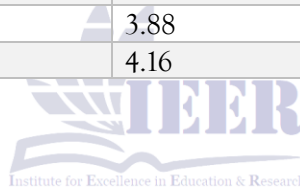
4. Results and Analysis

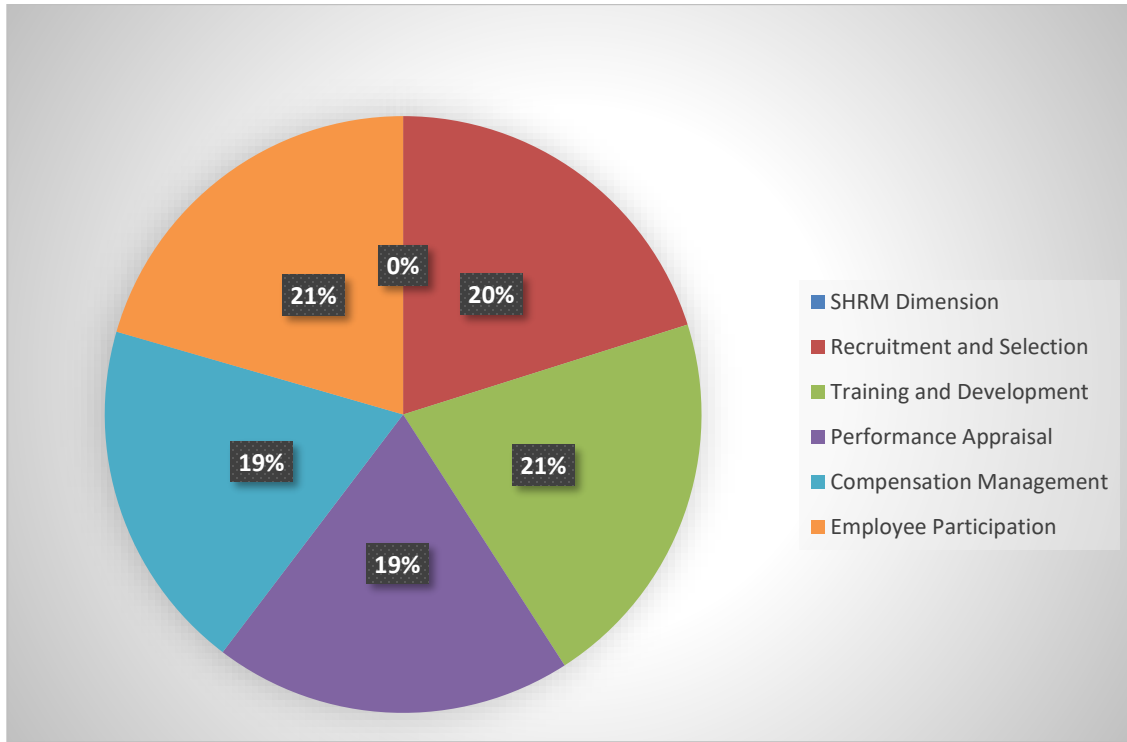
4.1 Demographic Profile of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	145	58.0
	Female	105	42.0
Age	21-30 Years	72	28.8
	31-40 Years	98	39.2
	41-50 Years	56	22.4
	Above 50 Years	24	9.6
Education	Bachelor's	103	41.2
	Master's	118	47.2
	Doctorate	29	11.6

4.2 Strategic Human Resource Management Practices

SHRM Dimension	Mean Score	Standard Deviation
Recruitment and Selection	4.08	0.72
Training and Development	4.21	0.69
Performance Appraisal	3.94	0.81
Compensation Management	3.88	0.77
Employee Participation	4.16	0.71

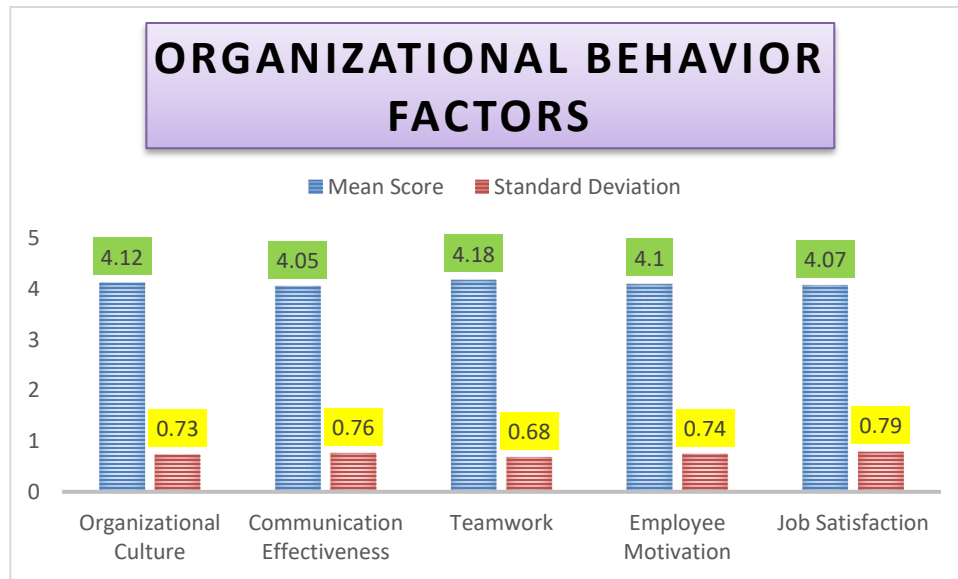




4.3 Organizational Behavior Factors

Organizational Behavior Variable	Mean Score	Standard Deviation
Organizational Culture	4.12	0.73
Communication Effectiveness	4.05	0.76
Teamwork	4.18	0.68
Employee Motivation	4.10	0.74
Job Satisfaction	4.07	0.79

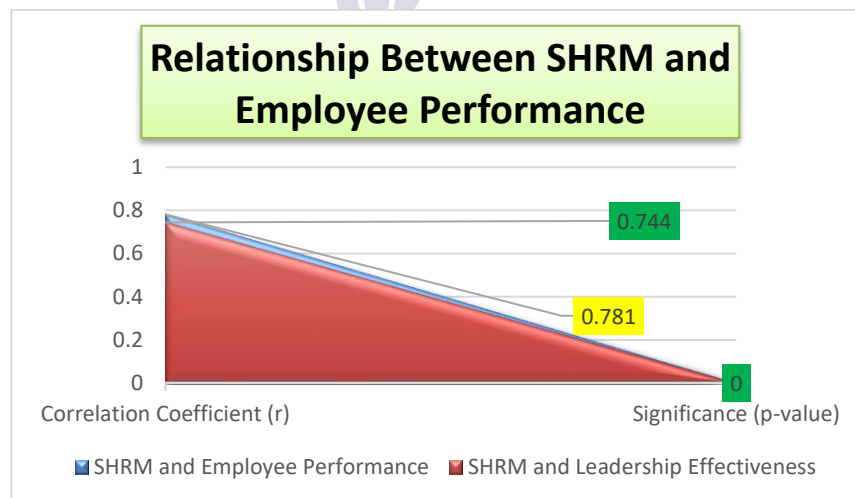
Teamwork recorded the highest mean value, suggesting that collaborative work environments significantly contribute to positive organizational behavior.



4.4 Relationship Between SHRM and Employee Performance

Pearson correlation analysis was conducted to examine the relationship between SHRM practices and employee performance.

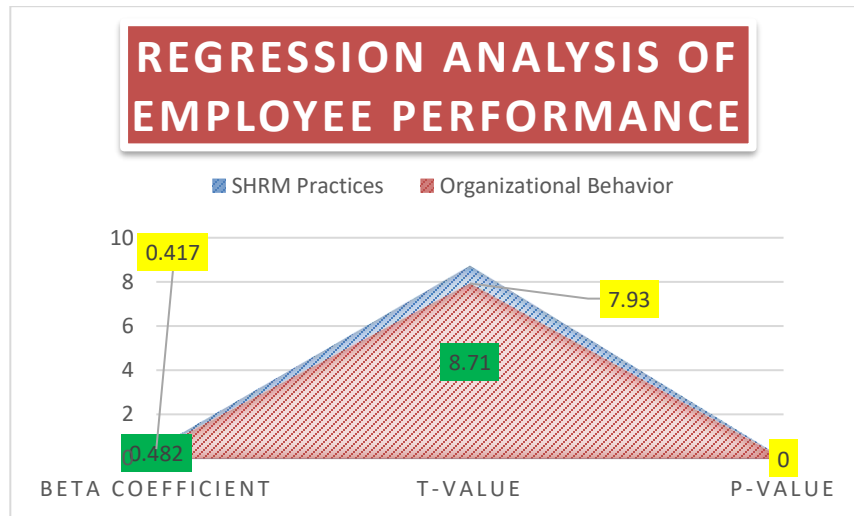
Variable	Correlation Coefficient (r)	Significance (p-value)
SHRM and Employee Performance	0.781	0.000
SHRM and Leadership Effectiveness	0.744	0.000



4.5 Regression Analysis of Employee Performance

Multiple regression analysis was performed to determine the predictive influence of SHRM and organizational behavior on employee performance.

Predictor Variable	Beta Coefficient	t-value	p-value
SHRM Practices	0.482	8.71	0.000
Organizational Behavior	0.417	7.93	0.000



4.6 Impact on Leadership Effectiveness

The influence of SHRM and organizational behavior on leadership effectiveness was also examined.

Variable	Mean Score	Impact Level
Leadership Development Programs	4.24	High
Employee Engagement	4.18	High
Organizational Support	4.11	High
Leadership Effectiveness	4.20	High



5. Discussion

The results of this study show that the Strategic Human Resource Management (SHRM) and Organizational Behavior (OB) have significant impact on employee performance and effectiveness of leadership in modern organization. Results showed high mean scores for the dimensions of SHRM, especially in the dimension of training and development, employee participation and recruitment practices. The outcomes indicate that HRM has been evolving as an asset to an organization in achieving the objectives and stay competitive in the market. Good HR practices create opportunities for the worker's development, increase skills, increase productivity of the workforce, and lead to better organization performance.

The positive correlation between the performance of employee and SHRM ($r = 0.781$) is evidence that employee productivity or employee effectiveness are directly related to strategically aligned HR practices. Lack of training, performance evaluation and participation opportunities can have negative impacts on employees' commitment and performance. The results align with the previous studies pointing to aligning HR strategies with organizational goals and goals with employees to maximize their contribution. The regression analysis also revealed that the practices of SHRM significantly predict the performance of employees and it can be inferred that SHRM practices are important to the success of an organization.

The study also found that the organizational behavior variables such as teamwork, organizational culture, effective communication, employee motivation and job satisfaction had positive effects on the outcomes of employee performance. The average score of the best was recorded in the teamwork category, which means that a team oriented work place positively affects employee attitudes and productivity. Members of the workforce are able to trust, co-operate and engage with each other as a result of effective communication and organizational culture, which has a positive impact on individual and organizational performance. The results resonate with the claim that positive behaviours at work can

be the key to sustainable organizational success (Kramar, 2022).

The other one that was identified and was impacted by the both SHRM and organizational behavior was leadership effectiveness. Companies that scored higher on leadership effectiveness were more likely to have conducted leadership development initiatives, employee engagement initiatives, and management practices to support employees' health and wellbeing. Strategic HR practices help to identify potential leaders, build leadership skills and help with succession planning. Meanwhile, the organizational behavior components offer a context within which leaders can motivate, lead and support their employees effectively. SHRM's correlation with leadership effectiveness ($r = 0.744$) shows the need to embed leadership development in strategic workforce planning.

The utilization of high-tech tools and machine learning in HRM also contributes to the enhanced efficiency of the organizations. Moreover, contemporary HR systems can give information based insights that improve recruitment, labor force arranging, execution and worker development. Cultivating the capacity and productivity of employees would be more likely to be achieved by firms that manage their employees in a technology-enabling manner. Therefore, strategic HR practices, positive organizational behavior and technology is a total solution to achieve long-term organizational excellence.

The findings showed that in an organization, human resource management and organizational behavior should not be distinguished from each other. Instead, the implementation of multi-faceted approaches, integrating employee development, organizational culture, leadership effectiveness and organizational performance. This helps organizations create highly engaged workforce, boost leadership pipelines and gain sustainable competitive edge in the ever-changing business world.

6. Conclusion

This study has focused on the effect of Strategic Human Resource Management and Organizational Behaviour on the employee

performance and effectiveness of the employees as leaders. The results showed that the application of strategic HR practices like recruiting and selecting, training and development, performance management, compensation system, and employee participation are significant to improve the performance of employees. Likewise, organizational behaviors like teamwork, communication, organizational culture, motivation and job satisfaction were identified to positively influence workplace productivity and organizational outcomes.

A positive relationship was found among SHRM, organizational behavior, employee performance and leadership effectiveness, as revealed from the statistical analysis. The key factors of employee performance were employee practices of SHRM and organizational behavior variables, which again support the important role of these elements in the success of organizations. In addition, strategic leadership development programs, employee engagement initiatives and the organizational climate supported effective leadership(Nawaz et al., 2024).

The study's findings are that organizations that want sustainable growth and competitive advantage, need to match human resource strategies with organizational objectives and need to encourage positive workplace behavior. Good integration of SHRM and organizational behavior provides an environment where employees can grow, leaders can grow and organizations can grow.

Finally, the integration of human resource strategy and effective organizational behaviour practices is an essential and crucial factor that facilitates employee excellence, employee leadership and organizational long-term sustainability. Businesses that focus on these areas are more likely to continue adapting to the changing world of business and deliver better results.

7. Recommendations

From the results of this study, it is recommended that human resource management practices and organizational objectives should be aligned to enhance the performance of employees and effectiveness of leadership in organizations.HR

departments need to be part of the organization planning process, to insure a linkage between workforce strategies and long-term business goals(Tanova & Bayighomog, 2022).

There should be continuous investment on employee training and development to develop knowledge, skills and competencies. Scheduling in regular professional development ensures the productivity, adaptability and satisfaction of employees and helps develop organizational leaders for the future.

The positive organizational climate should be fostered, and it should be one that is open for communication, cooperation, trust and employees' participation. Creating positive workplaces helps to engage employees, reduce turnover intentions, and improve organizational performance(Huang et al., 2023).

Leadership development programs need to be expanded to discover future leaders and develop them. To foster leadership continuity and maintain the sustainability of the organization, mentoring programs, leadership workshops, coaching and succession planning strategies should be put in place.

However, to leverage the most cutting edge technology, such as artificial intelligence, HR analytics, and digital workforce management systems, then it is important that organisations optimise their recruitment, performance management, talent management, and decision making. Data can enhance the efficiency and experience of the organization when utilized in HR.

Motivation and recognition initiatives among the employees should be reinforced by just compensation, performance-based rewards and career prospects. These programs can boost employee engagement and help to motivate employees to perform at their best.

Further studies are needed to explore how new technologies, remote workplace and digital transformation affect strategic HRM and organizational behavior in various industries and cultural settings.

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