

## Relationship between Leadership Effectiveness and Organizational Performance and Its Effect on Human Resource Management

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### Abstract

Through a thorough examination of the current literature as well as illustrative case studies, this research investigates the complex relationship between leadership efficacy, organizational success, as well as human resource management (HRM). We examine the dramatic effects of both transactional and transformational leadership on business outcomes and overall HRM procedures. Leading companies like Apple, Amazon, and Google, alongside Southwest Airlines show how HRM efforts and leadership principles work together to increase employee engagement and boost organizational performance. It is clarified how HRM acts as a mediator in converting leadership effectiveness into observable results. This research concludes with suggestions for organizations, highlighting the significance of holistic performance measures and the connection of leadership philosophies with HRM procedures. This research, which is overflowing with data, sheds light on a complex interaction that is essential for organizational success in the fast-paced corporate environment of today.

**Keywords:** Human resource management, Performance, organisational, Leadership.

### Introduction

The ability to influence and guide followers or other members of an organisation is known as leadership. Leadership involves making wise and occasionally difficult decisions, developing and clearly articulating a vision, setting realistic goals, and empowering followers with the information and resources they need to achieve those goals. In this situation, the practises of human resource management play a crucial part in increasing employees' performance, making the leader's job simpler and more seamless. Different leadership philosophies either directly or indirectly influence the attitudes and actions of employees. While transactional leadership behaviour often has a negative correlation with long-term success, transformative leadership

behaviour is favourably connected with employee performance. Transformative leadership increases employee self-efficacy, motivation, creativity, and organisational effectiveness. Comparing transactional leadership versus revolutionary leadership, it has been shown that the latter increases organisational identity and work happiness. Transformational leaders support others in adjusting to organisational changes.

The link between the effectiveness of leadership and organizational performance is a significant aspect that impacts a company's achievement and competition. Successful management has a significant impact on how effectively a company operates and fulfils its goals. This situation has major consequences for human resource management (HRM) methods and initiatives. Successful managers may encourage, mentor, and stimulate their employees while cultivating an environment of superiority, cooperation, and invention. When management is successful, it often contributes to better company performance on a variety of sides, including greater efficiency, greater profitability, better staff engagement, and higher customer service. Insufficient management, on the other hand, can cause separation, high turnover rates, less efficiency, and an adverse influence on the success of a company as a whole. Human resource management is directly connected to this interaction. The managers of human resources are in charge of discovering, hiring, developing, and keeping people inside a company. Successful managers not only support these human resources management responsibilities but also connect them with the company's bigger objectives and mission. Participants will go deeper into the complex connection between leadership effectiveness and organizational performance in this talk, examining how successful leadership behaviours impact HRM initiatives and the overall achievement of the business.

### **Problem Statement**

The vital link between leadership effectiveness and organizational success, as well as how it affects Human Resource Management (HRM) practices, is the primary focus of this study. In particular, the study is focused on understanding how various leadership philosophies, like as transactional and transformational leadership, affect HRM results and, as a result, the general viability and sustainability of companies. In today's fiercely competitive corporate world, when maximizing employee potential alongside tying it to organizational goals is crucial for success, it is crucial to comprehend the complex relationships between leadership, HRM, along organizational performance.

### **Aim**

The aim of this study is to thoroughly analyse the complex link between organizational success, and leadership effectiveness, particularly their significant effects on human resource management (HRM).

### **Objectives**

The research is motivated by a number of important goals. It attempts to comprehensively analyse several aspects of effective leadership, which include transactional and transformational leadership styles, particularly their particular effects on HRM procedures. Additionally, it aims to assess important performance indicators in various leadership scenarios, including financial data, employee happiness, and customer service. Additionally, the study will look into the way HRM procedures help translate effective leadership into observable organizational results. Additionally, it aims to offer organizations practical suggestions on how to strategically match HRM strategies with leadership practices, eventually boosting development, competitiveness, alongside success. This research intends to add to the body of knowledge in the areas of leadership, HRM, alongside organizational performance by offering insightful contributions to both academics and practitioners.

### **Literature Review**

The link between organizational performance, human resource management (HRM), and also leadership effectiveness is an extremely important area of research with significant consequences for modern organizations. The numerous facets of this connection will be covered in this literature study, with research and business examples utilized to emphasize the main ideas.

- **Transactional vs. Transformational Leadership:**

While transformational leadership focuses on encouraging and motivating staff to go above and beyond expectations, transactional leadership places a spotlight on the exchange of incentives and penalties for

performance. Amazon serves as a useful case study. The transactional strategy of Amazon's founder Jeff Bezos includes specific metrics for measuring performance and rewards for hitting goals, while his transformational vision for Amazon to become the most customer-centric firm in the world has encouraged innovation as well as exponential development (AlHamad *et al.* 2022).



Figure 1: Transactional vs Transformational Leadership

(Source: floridatechonline.com, 2023)

### Organizational Performance Metrics:

A wide range of indicators is employed to gauge organizational success. Commonly used financial performance metrics include profit margins as well as return on investment (ROI). For example, financial measures have been continuously used by the global company General Electric (GE) to assess its success. However, a comprehensive performance review goes beyond money. Customer happiness, ethical behaviour, including employee engagement all play important roles. For instance, Tesla's success goes beyond financial gains; it involves setting the standard for electric automobiles while upholding high levels of client happiness (Anwar and Abdullah, 2021).

### Impact on HRM:

HRM procedures are highly influenced by effective leadership. In the instance of Google, the company's leadership, led by Collins (2021), promoted an innovative and collaborative culture. The goal of Google's human resources management tactics is to recruit and retain top talent. One such strategy is the 20% time policy, allowing employees to focus on personal projects (Al-Swidi *et al.* 2021). As a consequence, Google performs exceptionally because of a staff that is extremely involved and committed to the company's objective.

### Mediating Role of HRM:

HRM serves as a link between organizational outcomes and excellent leadership. Southwest Airlines, which is respected for its top-notch HR procedures, is an example of this. Herb Kelleher's revolutionary leadership emphasized the significance of treating workers properly (Alshammari, 2020). A lively business culture including HRM programs like profit sharing fits with this leadership style. Southwest Airlines has succeeded financially as a consequence of routinely achieving high levels of staff engagement as well as customer satisfaction.

### Recommendations for Organizations:

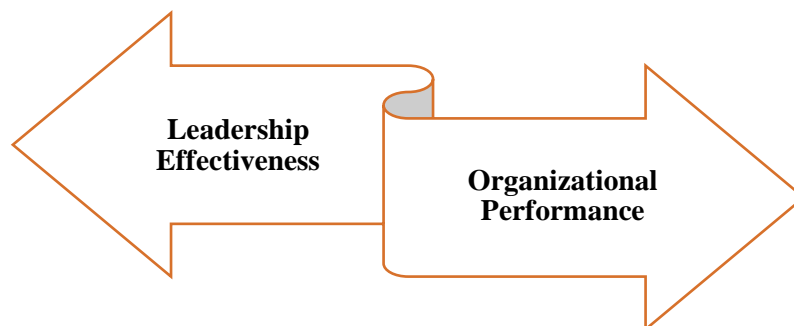
Organizations could gain from these examples and implement a number of ways to improve their HRM procedures, and leadership effectiveness, including overall performance. First, they ought to promote a culture

of ongoing education and managerial development, as is the case at General Electric. Second, as demonstrated by Southwest Airlines, integrating HRM practices with leadership principles could improve employee engagement and motivation (Shanock *et al.* 2019). As with Tesla and Google, organizations ought to focus on holistic performance indicators that take into account not only financial results but also employee and customer happiness.

- **Concepts of Leadership Effectiveness and Organizational Performance:**

**Leadership Effectiveness:** Leadership effectiveness is a complex term that includes the capacity of a leader to create beneficial changes within a company or group. It has multiple elements and behaviours, and its definition differs based on the circumstances. A successful leader can establish specific objectives and goals for their staff or company and then work to accomplish them. They are capable of developing a vision and mapping a path to attain it. Leadership effectiveness typically depends on the leader's capacity to impact and motivate their team. This entails acquiring the respect and confidence of teammates, pushing them to do their best, and coordinating their activities. Leadership is frequently challenged with challenging choices. The capacity to make smart, knowledgeable choices in an efficient way is related to the effectiveness of leadership. Successful managers have psychological intelligence, meaning they are capable of comprehending and controlling their own feelings as well as the feelings of people on their staff. This ability contributes to the creation of a supportive and encouraging work atmosphere.

**Organizational Performance:** Organizational performance means the measurement and assessment of a company's capacity to achieve its targets, purposes, and mission. It includes several areas of an organization's activities and can be examined quantitatively as well as qualitatively. At its foundation, company efficiency is concerned with how effectively a company achieves its objectives. This encompasses business objectives such as revenue and earnings ambitions, as well as additional objectives such as customer happiness, staff involvement, and ethical conduct.



**Figure 2: 2 Major factors**

(Source: Self developed)

Organizational performance is a complex idea that extends beyond traditional economic metrics. It includes multiple facets of a company's aims, productivity, and performance, as well as its influence on individuals, society, and its surroundings. In today's changing corporate climate, measuring and monitoring company efficiency is critical for sustainability and competition.

- **How Leadership Effectiveness Effects Human Resource Management:**

According to Nahavandi (2012), in democratic governance, leaders consult with supporters and allow them to take an active role in decision-making procedures, whereas in autocratic management, leaders make decisions independently and do not allow their followers to become involved. The term "strategies" refers to "the capacity to believe, imagine, retain mobility, and enable people to make significant changes as needed." A lot of views regarding the significance of HR raise the topic of how leadership can impact the success of human resources management.

**Transactional management in human resource management:**

According to Antonakis et al., transactional management is "an interchange procedure founded on the achievement of contractual responsibilities and usually expressed as establishing goals and evaluating and

overseeing results." The main goal of transactional management is to follow those who are motivated by the leader of transactions to complete tasks in the correct manner with guidelines and who rely on the leader's judgments (Delegach et al., 2017). Transactional managers assess achievements and failures and utilize financial incentives to motivate effective success (Delegach et al., 2017). Transactional management expresses itself with three components: necessary a prize, managing by exception, and ineffective leadership by example.

#### **Transformational Leadership in Human Resource Management:**

According to Antonakis et al., transformational managers "are prepared, increase following consciousness for higher common interests, and assist fans in reaching exceptional aims." Effective leadership enables people to be innovative and to face numerous difficulties and issues that lead to potential expansion and growth, as well as establish situations in which staff regard company objectives as their own (Delegach et al., 2017). This type of management emphasizes the significance of incentives and rewards in achieving an agreement between company objectives and the private ambitions of workers. With the utilization of computers and inspiration, a human resources manager who employs an approach to leadership that transforms distinguishes knowledgeable workers from common ones and improves worker productivity (Khudeir, H. 2016)

#### **Organizational performance influences human resource management.**

Although employees are thought of as an organization's most valuable resource, very few businesses fully grasp their potential. Human resource management (HRM) is defined as the policies, practises, and guidelines that influence employees' actions, perspectives, and performance. Any company must pay close attention to human resource management. A part of the organization's management of human resources is HRM practises and processes. Several HRM strategies may improve and maintain organisational performance. Human resource management doesn't just play a little part in the business; it also helps to advance the organization's aims and goals. In order for the business to prosper and be successful, it serves to ensure that human resources management practises are in line with employee satisfaction and engagement.

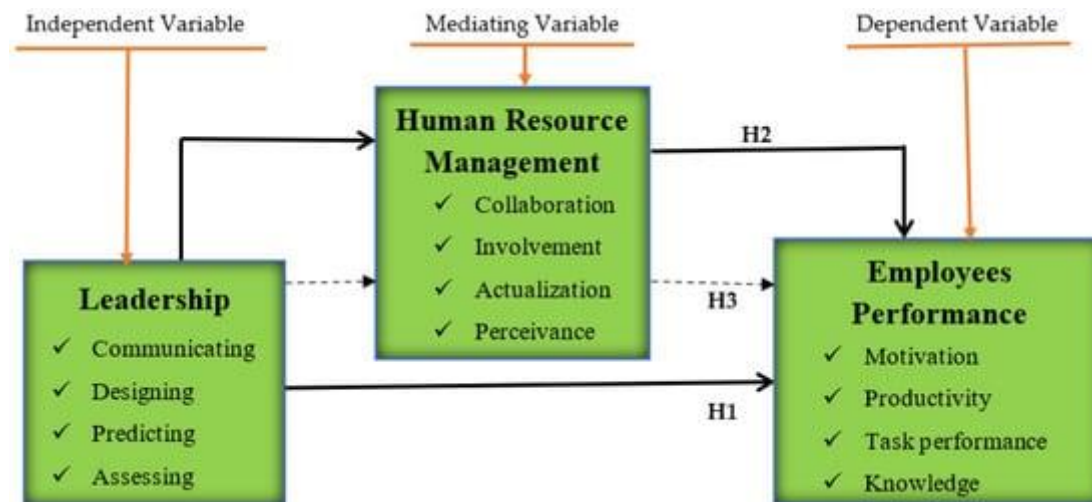
It is general knowledge that an organization's workforce gives it a competitive edge. A company's human resources may include expertise in marketing, technology, finance, transportation, and scheduling in addition to a range of leaders, managers, and employees. Furthermore, in a time of unheard-of technology growth, even the most creative organisational management cannot succeed without the support of its people resources. As a result, for organisational management to be successful, the firm must establish effective and efficient HRM policies and processes.

- **Relationship between Leadership Effectiveness and Organizational Performance in Human Resource Management:**

The method of leadership is regarded as one of the processes with the greatest effect on the behaviour of an organization, and it has an impact on people's motivation. It takes into account their efficiency, emotional mind-sets, and job happiness. Leadership is seen as an important component of the connection between managers and employees, as well as one of the features that confers impact between people and the team. In response, employees supply the boss with dedication, trust, and respect. Thus, management leadership, meaning the process that a leader in management performs in the context of making choices, releasing orders, and directing other people by using official power and by impacting and arguing with a view of reaching a particular objective, is connected to performance at work in an efficient and powerful way. Management is at the core of every managerial activity linked to the procedures of corporate performance evaluation and is essential in directing and effecting personnel. Management is the use of power in organisations to influence the behaviour of others and accomplish the objectives of the leader's management as a consequence. As a result, one of the most pressing problems that modern governments confront is the task of selecting, developing, and expanding organisational managers, and there is no solution. This conundrum results from the difficulty of expressing the fundamental requirements for effective management and, on the other hand, from the fact that these requirements shift from job to job over time dependent on performance outcomes.

In short, the efficacy of managers and the success of organizations produce a climate that either benefits or hinders HRM activities. Successful leadership improves HRM's capacity to attract, educate, involve, and maintain employees, resulting in higher performance at work. Inadequate management, on the other hand, can

produce problems with human resources that hamper the growth of a company, necessitating HR actions to tackle the problems. The interaction of management, achievement, and human resource management is a significant aspect of the success of a company.



**Figure 3: Leadership to employee performance**  
(Source: Siraj et al., 2022)

The following ways in which leadership and employee performance interact are believed to be mediated by HRM. Strong future goals and objectives for the organisation are envisioned by transformational leaders. This concept entails a vastly enhanced business and/or a better way to do business. Leaders must have a creative vision themselves, completely embrace it, be able to explain it, and share it with others if they want to motivate others to do the same. In this process of communication between the organization's leader and its members, human resource management is crucial (Siraj et al., 2022). Through staffing, education, and human resource management, the leader's vision must be successfully communicated. If the objective is to become a reality, the leader must rely on human resource management to motivate staff members and provide them a strategy for accomplishing it. Work and organisational innovations generated by human resource management, which are in turn fueled by passion, feed commitment and engagement. The staff has to be given the tools necessary to carry out the boss's vision. On the other hand, research demonstrates that HRM practises and employee performance have a favourable impact on organisational performance.

### Methodology

This study employs a secondary research methodology as well as an interpretive viewpoint to explore the complex relationships between organizational performances, human resource management (HRM), alongside leadership effectiveness. An extensive examination of previous scholarly papers, books, and reports, including case studies on leadership efficacy, organizational performance, and HRM will be done in order to collect data (Salas-Vallina *et al.* 2021). The interpretation of qualitative data will be prioritized throughout data analysis in order to comprehend the contextual relevance as well as individual subjects' subjective experiences.

To clearly illustrate the connection between leadership efficacy, organizational success, and HRM, this research will incorporate selected case studies of businesses in addition to the literature analysis. The case studies will highlight businesses that are excellent examples of leadership practices and demonstrate the way such practices have contributed to business success (Nguyen *et al.* 2020). By comparing data from several sources alongside guaranteeing consistency and robustness in the analysis, the triangulation technique will further strengthen the validity as well as trustworthiness of the conclusions. In addition to strict adherence to citation along with reference rules, guaranteeing openness, and safeguarding the integrity of the data collecting and analysis methods, ethical concerns will be of the highest priority throughout the project.

### ANALYSIS

The complex relationship that exists between organizational performance, human resource management (HRM), as well as leadership effectiveness is a key factor in determining the success of modern organizations. With the

goal of providing a thorough knowledge of how good leadership affects organizational performance and HRM strategies, this research will dig into the key elements of this connection using vast data and examples from top firms.

One of the key factors in an organization's success is effective leadership. This point is supported by data from several investigations as well as real-world experiences. According to Stahl *et al.* (2020), transformational leadership, which has been defined by inspiring motivation, intellectual stimulation, individualized concern, and idealized influence, could significantly enhance organizational performance. The case of Apple Inc. under Steve Jobs' leadership is one illustration of the effectiveness of transformational leadership. He led Apple with vision as well as innovation, introducing ground-breaking products like the iPhone as well as significantly increasing revenue. Apple's net sales totalled \$19.3 billion in the year 2006, which then climbed to an astounding \$108.2 billion in 2011 (Newman *et al.* 2020). It is obvious that Jobs' revolutionary management style alongside Apple's outstanding financial results go hand in hand.

Jeff Bezos' leadership style at Amazon serves as an example of transactional leadership since it is structured and performance-based. The transactional character of this leadership style is demonstrated by Bezos' preference for exact measurements for performance evaluation including rewards for hitting goals (Singh *et al.* 2020). According to its financial records, Amazon has grown financially significantly during Bezos' leadership. By industry standards, Amazon's net sales in 2005 were a noteworthy \$8.5 billion. But by the year 2020, Amazon's net revenues had significantly increased to an unprecedented \$386 billion (Sabuhari *et al.* 2020). The effective use of transactional leadership concepts could possibly be credited, at least in part, for this amazing progress over time. Amazon's dedication to effectiveness as well as results-driven operations is in line with transactional leadership's emphasis on defining clear standards, determining performance, and offering meaningful rewards for reaching milestones. This strategy has enhanced financial outcomes while also strengthening Amazon's position as a market leader across a number of industries. The evidence emphasizes that transactional leadership could, in fact, be an important factor of major financial success inside an organization when done well.



**Figure 4: Amazon's Long-Term Growth**

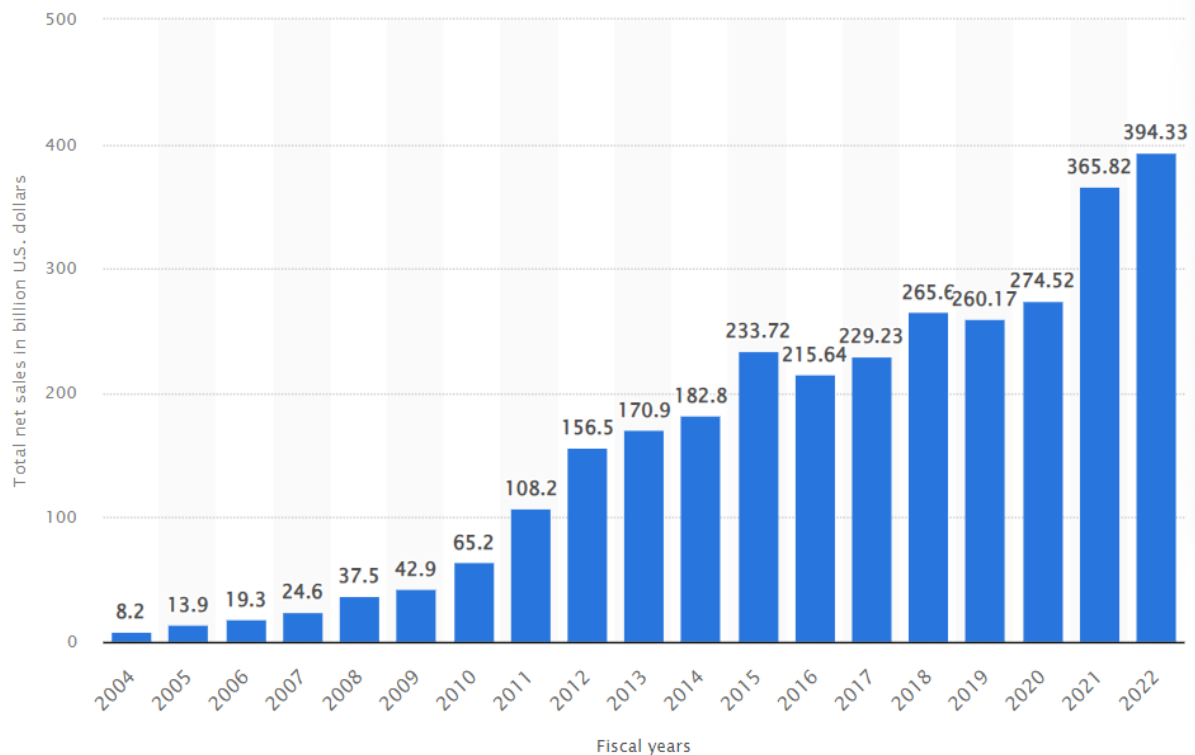
(Source: Statista, 2023)

HRM procedures are an essential link between good leadership and advantageous organizational outcomes. This synergy is most clearly shown by the leadership of Larry Page and Sergey Brin at Google. A collaborative and innovative culture has been fostered by Page and Brin (Pham *et al.* 2020). This leadership style possesses a direct impact on HRM tactics, including the well-known "20% time" policy that permits staff to work on their own projects. With an amazing 4.6 out of 5 employee satisfaction rating on Glassdoor, Google is frequently recognized as one of the greatest places to work (Alrowwad *et al.* 2020). The innovative and monetary success of Google has been fuelled by its HRM practices, which are based on the ideas of transformational leadership.

Another powerful illustration of the way HRM practices and leadership are intertwined is Southwest Airlines. The significance of treating people properly was made explicit by Herb Kelleher's transformative leadership style. A lively business culture and HRM programs like profit sharing fit with this leadership style. Southwest Airlines is well known for its great customer service and frequently receives high marks for staff satisfaction (Doz, 2020). The success of the airline serves as proof that HRM procedures when in accordance with a leader's principles, can generate a highly motivated and engaged staff, and that in turn results in monetary gain.

HRM procedures operate as a mediating element in the conversion of effective leadership into observable organizational results. For example, Southwest Airlines' dedication to employee well-being is deeply embedded in its human resources management procedures that feature profit sharing, all-inclusive benefits, as well as an open-door policy. Employees get a sense of ownership as a result of these HRM practices, particularly in helping the organization achieve its goals (Boselie *et al.* 2021). Southwest Airlines has one of the best employee engagement rates in the sector as a result (Song *et al.* 2020). The airline's great customer service, as well as operational success, are directly attributable to the staff engagement that results from HRM practices.

Similar to this, Steve Jobs' transformative leadership style at Apple was supported by HRM procedures that encouraged creativity and innovation. Apple's HRM strategy encourages excellence as well as pushes staff members to go beyond the box. Apple's capacity to constantly create cutting-edge items that excite the market is evidence of the mediating function that HRM practices play. For instance, Apple's yearly sales increased from \$19.3 billion in 2006 to \$108.2 billion in 2011 with the launch of the iPhone in 2007. Apple's success could have been greatly influenced by HRM practices that support innovation as well as adhere to transformational leadership ideals.



**Figure 5: Apple Revenue worldwide**

(Source: Statista.com, 2021)

Based on this data, businesses looking to improve performance should take into account many important tactics. It is essential for fostering a culture of leadership growth including ongoing learning. Through training and mentoring programs, leadership effectiveness—transformational or transactional—can be developed. Second, it is necessary to match HRM procedures with leadership principles. The leadership style, values, along with vision of the organization should all be reflected in HRM activities. The importance of holistic performance measurements, which include employee and customer happiness along with financial achievements, should also



be understood by organizations. The case studies of Google, Southwest Airlines, Amazon, as well as Apple, which are replete with data, demonstrate the beneficial effects of such tactics on organizational performance. Organizational performance, management effectiveness, along with HRM practices interact in a complex and dynamic way.

### **Future Scope and Limitations**

The future focus of this research will be on examining the way organizational performance, HRM, as well as leadership effectiveness, are changing in the context of a corporate environment that is undergoing fast change. The impact of developing leadership philosophies, such as servant leadership and remote leadership, on HRM procedures and organizational outcomes must be the subject of further study. There are several restrictions on this study. First of all, the study depends on previously published research, which could have been biased or contain gaps. Second, the case studies offered are illustrative and could prove to be generalizable to all organizations. Thirdly, it's possible that contextual elements like industry-specific subtleties weren't completely considered. Last but not least, certain conclusions could grow less applicable over time due to the business landscape's quick evolution.

### **Conclusion**

In the current globalization era, where companies and associations fight with the entirety of the globe, leaders have to promote a common goal with their staff to encourage teamwork. Individual investments will be encouraged, resulting in a successful organization. What modern human resource management needs is that managers control their relationships with their staff members personally and in full awareness of their new duty of connecting employee relations with the commercial targets of their company as a whole.

Successful managers are not dependent on a single managerial type; instead, they're skilled in adopting multiple approaches as the occasion requires, and good human resource management tries primarily to strengthen employees and assist workers in appreciating and pursuing common goals. Human resource managers trust in people and convey that faith; they're easily accessible and present; they encourage, enhance involvement, inspire, and share knowledge. Finally, management cooperates with human resources and maintains that they continue to provide benefits to the company's multiple stakeholders.

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