

Human Resource Management: Definition, Practices and its Measurement

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Abstract

Human resource management is crucial for organisations because it involves the effective management of an organisation's human capital, which includes its employees or workforce. The aim of this article was to comprehensively review the literature on human resource management (HRM) and define the concept, specify its practices, and determine its measurement techniques. For this purpose, 352 related articles and books were reviewed qualitatively, and their contributions were discussed accordingly. From the literature, it is clear that no consensus exists about the definition, which practices are involved, or measurement techniques when reference is made to HRM.

The results revealed that researchers seldom define HRM differently and list diverse practices and measurement techniques. As a conclusion, the core and most frequently used HRM practices are compensation management, employee training and development, performance appraisal and management, selection, recruitment, promotion, and career management, followed by job analysis and design, human resource planning (HRP), participation, and job security. The researcher would like to suggest that a clearer understanding of the concept of HRM, its subcomponents, and the measurement thereof will not only assist practitioners in focusing their actions on the comprehensive concept but will also assist researchers in adequately measuring and reporting on the concept.

1. Introduction

1.1. Background

Out of all the areas of management, human resource management (HRM) plays a major role in the success of employees and organisations (Delery, 2017). It refers to the strategic approach and practice of managing human resources, or employees, within an organisation (Boxall & Purcell, 2011). The task of human resource management (HRM) encompasses tasks such as recruitment and selection, training and development, performance management, compensation and benefits, employee relations, and ensuring legal compliance and plays a crucial role in attracting, retaining, and developing a talented workforce, ultimately contributing to the overall success of the organisation (Armstrong, 2014).

Human resource management (HRM) plays a crucial role in the success of both employees and organisations (Armstrong, 2014). It aims at maximising the productivity, effectiveness, and well-being of employees to help the organisation achieve its goals (Collings & Wood, 2018). Effective human resource management practices contribute significantly to employee and organisational performance by aligning individual goals and capabilities with the organisation's strategic objectives (Guest, 2011). By effectively measuring HRM practices, organisations can identify strengths, weaknesses, and areas for improvement to enhance overall employee performance and contribute to long-term organisational success (Boselie, Van Harten & Veld, 2021).

Moreover, effective human resource management (HRM) practices contribute to employee satisfaction, engagement, and productivity, which in turn positively impact organisational success (Delery, 2017). It positively impacts employee attitudes, performance and overall organisational success (Armstrong, 2014). HRM is responsible for hiring the right employees, aligning their skills and talents with organisational goals, providing them with necessary training and development opportunities, and creating a positive work environment that supports employee growth and well-being (Armstrong, 2014). Also, HRM handles employee relations, addresses any conflicts or issues, and ensures fair treatment and equal opportunities for all employees. By managing and nurturing the human capital within an organisation, HRM plays a pivotal role in fostering employee motivation, retention, and overall organisational performance (Mathis & Meglich, 2017).

The practice of human resource management (HRM) is a vital concept for all organisations because it relates to many important organisational and employee outcomes (Armstrong, 2014). The importance and influence of HRM in organisations can be seen with reference to three major domains. First, HRM has direct influences on the employee attitudinal outcomes as numerous researchers investigated, such as job satisfaction (e.g., Cherif, 2020 and Sareen, 2018), employee engagement (e.g., Saks, 2017, 2022 and Aktar & Pangil, 2018) and organisational commitment (e.g., Steyn & Grobler, 2017 and Jawaad, Amir, Bashir & Hasan, 2020). Second, HRM practice has a direct link with employee behaviour such as individual employee performance (e.g., Taibu, Pangil & Othman, 2016 and Hassan, 2016), intention to quit (e.g., Nyamekye, 2018 and Aburumman, Salleh, Omar & Abadi, 2020). Third, HRM practice has a strong link with organisational outcomes, such as productivity and financial performance (e.g., Otoo, 2019 and Anwar & Abdullah, 2023),

service delivery (Shishiwa & Ndyemalila, 2023 and Luballo & Simon, 2017), competitive advantages (e.g., Kerdpitak & Jermittiparsert, 2020 and Delery & Roumpi, 2017), customer satisfaction (e.g., Sanni, 2020 and Wikhamn, 2019) and organisational innovation (e.g., Jimenez-Jimenez & Sanz-Valle, 2008 and Ling & Nasurdin, 2010). Hence, this study was conducted with the aim of comprehensively reviewing the literature on the definition, practices, and measurement techniques of HRM.

1.2. Problem Statement

Even though human resource management is a crucial field for organisations, it often involves various debates on its definitions, practices and measurement techniques (Armstrong, 2014). Lack of clear agreement on the definition, practices and measurement techniques of HRM will create several challenges for organisations and professionals in the field. Without a clear agreement on the definition of Human Resource Management (HRM), there can be confusion and inconsistency in its application within different organisations. This lack of clarity can result in different meanings, practices and approaches being followed, making it difficult to establish standardised processes and benchmarks. It creates challenges in establishing consistency, evaluating effectiveness, and fostering collaboration within the field.

For example, efforts to link HRM practice with specific outcome are complicated by the presence of diverse theories on the relationship between practices and culturally specific approaches towards the functions of HRM. The three major perspectives related to this link are; the universalistic, contingency, and configurationally perspectives (Aryee & Budhwar 2008; Delery & Doty 1996). The universalistic perspective considers employees as most significant assets to the company and states that organisational performance depends on common HRM practices, employee competencies and mutually beneficial employer and employee relationships (Pfeffer, 1998). The contingency perspective states that the effects of HRM practices are that the practices should fit the external context in which they are applied (Guest 1997, 2011), vertical fit between HRM practices and business strategy (Porter, 1985) and a fit with organisation's specific goals (Jackson, Schuler & Rivero, 1989). The configurationally perspective reflects the notion that distinctive bundles or patterns of HRM practices will result in superior organisational performance, given that the less distinctive practices are provided at a reasonable minimum level (Guest, 1997).

With regard to culturally specific approaches towards the functions of HRM, Storey (1989), for example, distinguishes between the hard and soft version of HRM. The hard refers to quantitative, rational, and economical elements, and the soft refereeing to qualitative aspects such as communication, motivation, and leadership. The concept linked to the aforementioned are the different perspectives on HRM from Europe (specifically in the United Kingdom (UK) and the United States of America (USA)). The USA scholars' perspective is related to how HRM can benefit shareholders, and focused on the best HRM practices, while researchers in Europe consider the contextual issues and emphasise the importance of balancing the interests of multiple stakeholders such as employees, unions, governments, and society (Boxall & Purcell, 2011).

These differences in theories and approached contribute to differences in conceptualisations of HRM (Boselie, Dietz & Boon, 2005), which could be detrimental to the development of a mature science (Babbie & Mouton, 2012), as building on different foundations hampers the development of an integrated body of

knowledge (Boselie, Van Harten & Veld, 2021). This article hopes to bring clarity in HRM field through analysing and integrating knowledge shared in numerous scholarly publications. The present study aims to comprehensively review HRM literature and define the concept of HRM, specify the practices associated with HRM, and the measurement of the concept. This work is towards some agreement opinion on what HRM entails, which is necessary to do research which contribute to an existing body of knowledge. The focus on the measurement of HRM directly linked to this aim, as it relates to operationalise of such research.

1.3. Research Objective

The aim of this article was to comprehensively review human resource management (HRM) literature and define the concept, specify its practices, and the measurement thereof, in order to work towards some consensus opinion on what it entails, which is necessary to do research which contribute to an existing body of knowledge. Consolidating the research on this topic will allow scholars to better understand the definition, practices and measurement mechanisms of human resource management practice in an organisation.

2. Literature Review

This section presents the literature review section, in which the definition, practices and measurement mechanisms of human resource management (HRM) are explained. As this study covered definitions, practices and measurements of HRM practices, this section aims at explaining concept definition, typologies (referring to the practices of HRM) and measurement. The literature review was hence divided into three separate sections. In the first section, an attention was devoted to understanding the concept of definition, the second section typologies and the third section what an appropriate psychometric measurement instrument would be. Once awareness of these concepts is achieved, it will be possible to use this as a lens to evaluate HRM literature.

2.1. Definitions

Definitions are articulations to provide the full meanings of terms and concepts (Solomon & Steyn, 2017). Definitions are used to facilitate communication and argumentation in the sense that they make it possible to say something more easily and clearly than would otherwise be possible (De Vos, Strydom, Fouché & Delpont, 2013). Scholars use either the dictionary or the ontological approach to define words or phrases. The dictionary definitions are the contextual meanings of words or phrases as used in language, while the ontological definitions aim to explain a specific type of thing regardless of how that entity is usually referred to in language (Michie & Hastings, 2019).

Good definitions are supposed to illuminate about what it is to be with the relevant kind and basic epistemic conditions that the individual has for applying the concept, or the individual's best understanding of conditions for falling under the concept (Mouton, 1996). Definitions are supposed to give the essence, or if not essence at least the most fundamental individuating conditions, of the entities that the concept applies to (Burge, 1993). Best definitions are clear to conceptualise and has valid in the measurement process (Winter, 2000). However, it is hard to write good definitions (Michie & Hastings, 2019). Relevant to this research,

there has been considerable debate among scholars with regard to the exact definitions of the term 'human resource management' (Stredwick, 2005; Storey, 2019).

2.2. Typologies

A typology refers to the study and classification of types, categories, or characteristics within a particular field or subject based on shared traits or patterns (De Vos, Strydom, Fouché & Delport, 2013), typically fulfils a classifying or categorising function (Schutte & Steyn, 2015). In the literature we find different examples of typologies. Some typologies refers to types (such a types of leadership such as transactional and transformational leadership), while others refer to characteristics (such as transactional leadership which us comprised of supervision, performance monitoring, and rewards and punishments) (Bass, 1990). Typologies are important as it constitutes the first step in a process that will ultimately culminate in the systematic collection of data and can be used as a frame of reference for observation as well as collection and understanding of data (Babbie & Mouton, 2012). Typologies are relevant to this research as identifying the core types of HRM will define the domain of activities necessary to deliver an effective HRM intervention.

2.3. Measurement/Operationalisation

Once scholars are aware of the concept they want to study (definitions), and they understand the dimensions thereof (typology), they are in a reasonable position to operationalise that knowledge and endeavour to measure the construct (and its subcomponents). In many research projects, extend of concepts are assess with standardised psychometric instruments. Reliability and validity are the two important measurement norms of psychometric instruments in research (Mohajan, 2019). Reliability refers to the quality of the measurement procedure to deliver the same description of a phenomenon if the measurement is repeated (Babbie & Mouton, 2012), and refers mainly to stability, internal consistency and equivalence of a measure (Martins, 2005; Heale & Twycross, 2015). In this regard, a measure of internal consistency (i.e., Cronbachs alpha) is a commonly accepted measure of reliability (Hatcher, 1994), with the minimum level of alpha is .7 (Lobiondo-Wood & Haber, 2013).

Validity refers to the fact that a tool measures exactly what it proposes to measure (Roberts, 2006), is represent accuracy of measurements (Heale & Twycross, 2015). Content validity is the extent to which a research instrument accurately measures all aspects of a construct. Construct validity refers the extent to which a research instrument (or tool) measures the intended construct, while concurrent validity refers to the extent to which the results of a measure correlate with the results of an established measure of the same or a related underlying construct assessed within a similar time frame (Heale & Twycross, 2015). The criterion-related validity refers to the extent to which a research instruments related to other instruments that measure the same variables, and predictive validity is the correlation of the instrument with future criterion (Joseph & Vyas, 1984).

Of particular interest is content validity. The focus would be on the extent to which instruments used in HRM studies accurately measures all aspects of the concept (HRM).

3. Methodology

This section describes the methodologies that are employed to carry out the study. It contains the research design, research approach, data collection, and ethical considerations of the study.

3.1. Research Design

The research methodology was directly linked to the aim of this article, namely to provide a systematic and qualitative review of published academic literature on the definitions, practices and measurement practices of HRM. A systematic literature review was appropriate here, as literature reviews establish the foundation of academic inquires (Xiao & Watson, 2019), and enhance the quality as well as results of the review process (Schutte & Steyn, 2015).

Systematic literature reviews have become widely accepted during the past two decades (Kable, Pich & Maslin-Prothero, 2012). It is a rigorous and highly valued approach to reviewing and evaluating literature on specific topics as it enhances the quality as well as results of the review process (Schutte & Steyn, 2015), by deploying a transparent and reproducible procedure (Tranfield, 2003) and by incorporating a comprehensive and unbiased search for identifying and evaluating an extensive amount of literature (Mulrow, 1994).

3.2. Research Approach

The aim of this article was to comprehensively review HRM literature and define the concept, specify its practices, and the measurement thereof. Literatures related with the definitions, practices and measurement practices of HRM of previous researchers were thus systematically reviewed by the researcher, qualitatively. Therefore, in this study, a qualitative approach was followed, as this approach is suitable for conducting systematic reviews (Creswell & Poth, 2016).

For this purpose, an extensive desktop review of articles and books dealing with HRM was done, using “HRM”, “definition”, “practices” and “measurement”, as the key words. Things, in this case definitions, typologies and the operationalisation thereof, are studied in their natural settings (in books and articles), attempting to make sense of or interpret them, in terms of the meanings people (researchers) bring to them (Denzin & Lincoln, 2005). The conceptualisations (definitions and typologies) and operationalisation (measurements) of the different researchers were thus interpreted qualitatively.

3.3. Data Collection

The data for this study was collected from 352 articles and books in line with the inclusion and exclusion criteria set in the study. As including criteria, in terms of date, 2016 was used. The search was also limited to article which were located using the word “HRM”, “definition”, “practices” and “measurement”, in the search line. When doing this search, some books and articles appeared in the output, which could clearly contribute to this study was also included. Other works were included because they kept appearing. This, some works were included (e.g., Meyer & Allen, 1990; Saks, 2006; Huselid, 1995; Wood & De Menezes, 1998; Guest, 1987; Beer, Spector & Lawrence, 1984; Storey, 1989, Stredwick, 2013; Flippo, 1984). By

default, unpublished materials were not parts of this study. Also, papers written in another language other than English were not included in this study.

3.4. Data Analysis and Synthesis and Reporting

The aim of this article was to comprehensively review the literature on human resource management (HRM) and define the concept, specify its practices, and determine its measurement techniques. For this purpose, the results of 352 articles and books on the definitions, practices, and measurement practices of HRM were systematically reviewed qualitatively by the researcher, and their contributions were discussed accordingly. A qualitative approach is suitable for conducting systematic reviews and interpretive practices (Creswell & Poth, 2016). This objective was met by following the strategies described below:

A. Data about the Definition of HRM

Regarding the definition of HRM, each article was examined to identify the authors understanding of the concept of HRM. The technique was by searching all articles and books published since 2016 which showed up when using the keywords “HRM”, “definition”, “practices” and “measurement” available in Google Scholar and Research Gate. Then, these definitions were listed and summative content analysis was done. The collected data was then analysed and categorised based on the definition schemes of HRM. For this purpose, we coded these 352 materials using the following criteria.

B. Data about the Typologies of HRM:

In specifying the elements in the typologies of HRM, three activities were performed. First, the practices of which HRM is compiled were presented per article. Second, these practices were presented in a table, as to make the overlaps and unique elements evident. Third, using the data in tables, the frequency of typologies of HRM was identified and discussed. Finally, a comprehensive HRM typology was developed.

C. Data about Measuring HRM and its Practices:

To determine the measurement instruments of HRM practice, four activities were performed. First, the features of a good psychometric instrument used to measure HRM practices were listed. This was done in the literature review. Second, the content validity criteria was used to determine the extent to which instruments used in HRM studies accurately measures all aspects of the concept (HRM). In this case, 24 aspects of HRM (e.g., human resource planning, recruitment, selection, performance appraisal and management, training, compensation management) were measured by the instrument. According to Heale and Twycross (2015), content validity is the extent to which a research instrument accurately measures all aspects of a construct. Third, each instrument was analysed based on these features, and finally a list of comprehensive measurement instrument were made. For reliability and validity measurement, the Cronbach’s alpha coefficients scores of measurement scales were compared each other and the highest values were selected for each HRM practice.

In order to assess the psychometric properties of the concepts, first, the types of scales used in studies were listed out. This initial stage was followed by the evaluation of the reliabilities of the scale items to determine

the degree to which the scales of the study are free from error as well as internally consistent. The reliability of each scale was examined by identifying their Cronbach's alpha coefficients. The Cronbach's alpha values of the study's constructs ranged between .94 and .60, exhibiting a satisfactory level of internal consistency (Hair, Black, Babin & Anderson, 2010).

3.5. Ethics

It is critical responsibilities of a researcher to fulfil all the ethical aspects of his/her study (Yogesh Kumar, 2019). This paper, therefore, considered all those UNISA ethical issues in the topic formulation, collection of data, analysis of data, as well as discussions and interpretations of findings.

4. Results and Findings

In this study, an extensive desktop review of 352 materials dealing with the definition, typology and measurement of HRM were reviewed. Of the 352, 18 were books and the remaining were published articles in the HRM field available in the Google Scholar and Research Gate. The findings were presented with three headings, namely; definition of HRM, typologies of HRM and psychometric measurement instruments of HRM practices.

Findings Pertaining to the Definition of HRM

As mentioned earlier, definitions of HRM are relatively rare. Below is provided 10 of these definitions. These definitions were selected based on their comprehensiveness.

1. Armstrong (2014, p.3) Human resource management is defined as “a comprehensive and coherent approach to the employment and development of people in an organisation.”
2. Storey (1995, p.42) defined HRM as “a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce using an integrated array of cultural, structural and personnel techniques.”
3. Beardwell and Claydon (2007, p.5) defined HRM as “a collection of policies used to organise work in the employment relationship.”
4. Boxall, Purcell and Wright (2007, p.1), defined the term HRM “the management of work and people towards desired ends, is a fundamental activity in any organisation in which human beings are employed.”
5. Watson (2010, 919), defined HRM as “the managerial utilisation of the efforts, knowledge, capabilities and committed behaviours which people contribute to an authoritatively co-ordinated human enterprise as part of an employment exchange (or more temporary contractual arrangement) to carry out work tasks in a way which enables the enterprise to continue into the future.”
6. Collings and Wood (2018, p.3) have the following to say about HRM: HRM is the part of the organisation that is concerned with the people dimension. It is a process of acquisition, development, motivation, and maintenance of human resources of an organisation.

7. Flippo (1993, p.1) defined Human Resource Management as “planning, organising, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that employee, and organisational objectives are achieved.”
8. Griffin (2005, p.1) defines “Human Resource Management is the set of organisational activities directed at attracting, developing and maintaining an effective workforce.”
9. Dessler (2005, p.1) state the following about HRM: “the policies and practices one needs to carry out the people or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising.”
10. Burke and Cooper (2006, p.2), Human Resource Management is “the management of the relationships between employee to employee and employee to management.”

Integrating the basic elements of the above definitions, the term human resource management (HRM) can be defined as: a strategic approach and practice relating to planning, designing, hiring, developing, appraising, compensating, leading, and controlling people resources with the aim of accomplishing organisational objectives and creating competitive advantages.

Findings Pertaining to HRM Typologies

Concerning the typologies that HRM practice covers, numerous authors used several HRM elements as ‘HRM practice’ in their studies as shown in table 1 below.

Table 1: List of HRM Practices corresponding with authors (Presented in brackets are the terminology used by the specific author)		
#	HRM Elements	Used by Author/s
1	R&S, T&D, PE, CM & reward, work-life balance practices	Abdul, 2018
2	T&D, team work, PE, CM, and employee participation	Abuhantash, 2019
3	CM practices, PE, promotion practices	Ahmad, 2015
4	R&S, rewards and CM, PE, T&D and career growth	Aktar, 2018
5	R&S, T&D and CM and rewards	Alaraqi, 2017
6	R&S, T&D, CM, career management and feedback mechanisms.	Alfes, 2013
7	HRP, R&S and appointment, rewards and motivation, T&D &PE	Al-Hawary 2016
8	T&D, CM, PE	Ali, 2018
9	T&D, CM and PE	Alsfadi, 2023
10	Organisational learning, organisational culture, knowledge management	Alshammari, 2020
11	R&S, working environment, CM & pay package, T&D, reward & motivation	Anwar, 2017
12	R&S, human resource marketing	Arman, 2017
13	Job design and analysis, R&S, T&D, promotion, CM and benefits	Becker, 1996
14	CM practices, PE, promotion practices	Bowra, 2012
15	R&S, CM, T&D, PE and organisation health and safety	Bruning, 2015

16	T&D, reward and recognition, employee engagement, and information sharing	Bui, 2019
17	CM policy, information sharing, job security, and T&D	Cherif, 2020
18	T&D, PE, team work and CM and reward	Chopra, 2017
19	T&D, empowerment, CM, benefits, work design	Delaney, 1996
20	Staffing, T&D, CM, and PE practices	Ellen, 2001
21	Job security, CM, CP, and fairness or equality of treatment, job enrichment, participation, PE, and T&D	Giauque, 2013
22	R&S process, T&D opportunities, rewards systems, CP, promotion, and feedback	Gould-Williams, 2005
23	Work organisation, supervision, employee involvement/voice, R&S, T&D, and CM	Hamida, 2011
24	HRP, job analysis and design, employee's PE, R&S, T&D, CM and rewards,	Hamzah, 2019
25	R&S (Acquisition), Retention, T&D, Placement (Internal employee availability)	Haque, 2018
26	R&S, PE, CM, job design, grievance procedures, inf. shar and participation	Huselid, 1995
27	R&S, T&D, PE, CM, succession planning	Ismail, 2023
28	R&S, T&D, CM and incentives, PE	Jouda, 2016
29	R&S, reward management and T&D	Kerdpitak, 2020
30	Job development, career planning, T&D, promotion, career, participation	Klaske, 2019
31	CM, career planning and PE	Larik, 2023
32	R&S, T&D, PE and rewarding and CM	Innocenti, 2011
33	R&S, T&D; careers, rewards: appraisal, CM, Participation.	Luc, 2006
34	T&D, team work, PE, CM, and employee participation	Malla, 2015
35	R&S, T&D, PE, CP, employee participation and CM system	Masood, 2010
36	R&S, extensive T&D, CP, employment security, CM and PE, job descriptions, participation, inf. shar and empowerment.	Meryem, 2017
37	T&D, PE, employee participation, job definition, CM	Moazzma, 2017
38	T&D, reward, job analysis, social support, R&S, employee relationship and empowerment	Mohammed, 2019
39	PE, benefit management, R&S, R&S, T&D; complaints, management, talent management; and knowledge management.	Nurlina, 2020
40	R&S and T&D; motivation-enhancing HRM practices comprised PE and workplace support, team working and job autonomy	Ogbonnaya, 2019
41	CM, PE, promotion, and T&D	Omar, 2019
42	T&D, employee participation, PE, employee competencies	Otoo, 2019
43	CM, T&D, participation, R&S, internal promotion, HRP, flexible work, PE, grievance procedures, teams, inf. shar and employment security.	Paul, 2015
44	T&D, PE, CP, employee participation, CM, job definition and R&S	Pradhan, 2019
45	Employment security, T&D, participation, job descriptions	Rabindra, 2019
46	HRP, staffing, rewards, developing, appraisal, Knowledge sharing, supervision, T&D, CM	Rahman, 2018

47	Green R&S, green T&D, green PE, green pay and reward, green involvement,	Rawash, 2018
48	T&D, PE and achievement, work place communication	Raza, 2017
49	T&D, PE, CM, participation	Riana, 2020
50	R&S, T&D, PE, CM & rewards	Sareen, 2018
51	Empowerment, reward, T&D	Sattar, 2015
52	T&D, PE, CP, employee participation, job definition, CM, R&S.	Shaukat, 2015
53	Employment or job security, T&D, employee participation, job description, inf. shar, contingent CM and PE	Siddique, 2019
54	R&S, rewards and CMs, PE, T&D and CP	Sivapragasam, 2018
55	Career development and planning, T&D, R&S process, remuneration	Steyn, 2017
56	T&D, CM and rewards, PE, staffing, and diversity management	Steyn, 2012
57	R&S, T&D PE, CM and rewards and empowerment	Taamneh, 2018
58	Job rotation, T&D, CM, job autonomy, communication and CP	Tabiu, 2016
59	PE, T&D, career development, CM and benefit, work-life balance	Tiwari, 2011
60	Selective staffing, comprehensive T&D, developmental appraisal, as well as competitive and equitable CM	Van, 2018
61	R&S, working environment, CM & pay package, T&D, reward & motivation	Yasmeen, 2019
62	Motivation-, and empowerment-T&D, development, promotion, PE, teamwork, autonomy, and job design	Yufang Huang, 2018
63	Communication and inf. shar, CM, job design, PE, R&S, and T&D	Zakaria, 2018
64	T&D, employment security, CM, and CP	Zeeshan, 2014

**Note: R&S=Recruitment and Selection; T&D=Training and Development; HRP=Human Resource Planning; PE=Performance Evaluation; CM=Compensation Management; CP=Career Planning; inf.shar=information sharing;
Source: Author's review, 2023.**

Next in Table 2, the summary about the subcomponents of HRM is presented, starting with the practice most often mentioned in the literature, and ending with those only mentioned occasionally when discussing HRM.

Table 2: List of HRM Practices

#	HRM Practices	Count	Percentage
1	Compensation management	56	16%
2	Employee training and development	56	16%
3	Performance appraisal and management	46	13%
4	Recruitment and selection	39	11%
5	Promotion and career management,	35	10%
6	Knowledge sharing and management	32	9%
7	Job analysis/design	14	4%
8	Human resource planning (HRP)	11	3%
9	Job security	11	3%
10	Empowerment	4	1%
11	Employee relations	4	1%
12	Teamwork	4	1%
13	Supervision	4	1%
14	High performance work practices	4	1%
15	Employee well-being	4	1%
16	Employee participation	4	1%
17	Work-life balance	4	1%
18	Organisational health and safety	4	1%
19	Working conditions	4	1%
20	Recognition	4	1%
21	Organisational support	4	1%
22	Supervisor support	4	1%
23	Talent management	4	1%
24	Induction	4	1%
Total		352	100%

Source: Author's review, 2023.

As Table 2 shows, we found a list of 24 HRM practices used in the 352 reviewed materials. Among these, the most frequently used HRM practices are compensation management 56(16%), employee training and development 56(16%), performance appraisal and management 46(13%), recruitment and selection 39(11%), promotion and career management 35(10%) and knowledge sharing and career management 32(9%). The moderately used HRM practices by researchers are job analysis/design 14(4%), human resource planning (HRP) 11(3%), and job security 11(3%). The remaining HRM practices (e.g., empowerment, employee relations, teamwork etc.) are least frequently used HRM practices.

Hence, the fundamental HRM elements are compensation management, employee training and development, performance appraisal and management, recruitment and selection, promotion and career management and

knowledge sharing and career management. In addition, moderately used HRM practices are job analysis/design, human resource planning (HRP), and job security. Other, less significantly mentioned HRM elements are empowerment, employee relations, teamwork, supervision, high performance work practices, employee well-being and employee participation.

Findings Pertaining to Measurement of HRM Practices

With regards to psychometric HRM scales, Table 3 shows that different researchers used different instruments to measure HRM practices.

Table 3: Measurement scales of HRM Practices (Presented in brackets are the terminology used by the specific author)

#	Author/s	HRM Elements	Items		Reliability
			Total	Each Item	
1	Ahmad, 2015	R&S (Green R&S), T&D (green T&D), green PE, green CM, green involvement	27	6,6,5,5,5	.62,.69,.71,.76,.84
2	Ahmad, 2015	CM, PE, promotion practice	18	6,6,6	.77,.70,.67
3	Aktar, 2018	CP, employee participation, job security, PE feedback, rewards and recognition, T&D	31	4,4,4,4,7,4	.87,.87,.86,.92,.90 &.89
4	Anwar, 2017	R&S, working environment, CM & pay package, T&D & PE, motivation	22	5,4,4,4,5	.83,.82,.78,.71,.79
5	Boselie, 2021	T&D, reward, job analysis, social support, R&S, ERM	36	5,7,6,5,5,4,4	.86,.85,.86,.67,.77,.79
6	Chandrakantan, 2011	CM, inf. shar, job security, T&D.	16	4,4,4,4	.70, .75, .76, .73
7	Chang, 2005	PE, CM, CP, job security, working condition and T&D	22	4,4,4,4,4,4	.73,.83,.86,.71,.77,.88
8	Chen & Huang, 2009	T&D, CM and PE	17	6,5,6	.863,.877,.833
9	Cook, 1981	T&D, reward, job analysis, social support, R&S, ERM	36	5,7,6,5,5,4,4	.858,.85,.86,.676, .779,.788.
10	Delery & Doty, 1996	R&S, T&D, PE, CM, employee participation, inf. shar, job security	33	5,5,5,4,4,5,5	.85,.89,.921,.9,.871, .877,.855
11	Demo, 2012	T&D, employee CM, HRP, work environment	23	6,5,6,6	.78,.79,.72,.81
12	Gillani, 2018	T&D; reward and recognition, and inf. shar	33	5,7 &5	.77, .73,.83
13	Gould, 2005	Employment security, selective R&S, team working, CM, T&D and inf. shar	6	10	.83 (bundle)
14	Guest, 2011	R&S, T&D, flexible reward, employee participation, work conditions, organisational PE	30	6,6,6,6,6,6.	.682,.649, .65, .711, .649 &.782
15	Hanaysha, 2016	Employees' empowerment, job security, employees' participation	13	5,4,4	.925,.838 &.877
16	Harter, 2002	T&D, reward, job analysis, social support, R&S, ERM	36	5,7,6,5,5,4,4	.86,.85,.86,.68,.779,.79
17	Karatepe, 2007	T&D, CM, employee engagement, and inf. shar)	33	5,7,6,5,5,5	.73,.83,.86,.71,.77,.88
18	Kerdpitak, 2020	Employees T&D, learning & employee R&S	23	8,7,8	.883,.896 &.806

19	Laka, 2004	T&D, reward, job analysis, social support, R&S, ERM	36	5,7,6,5,5, 4	.858,.850,.860, .822, .676,.77
20	Langford 2009	Career opportunities, T&D, PE, CM & recognition and R&S	22	5,5,4,4,4	.80, .84, .83, .83 and .83.
21	Lee, 2003	CM, appraisal, T&D and promotion	17	4,5,4,4	.87,.7,.77 &.94 .
22	Lepak, 2008	T&D, empowerment, CM, benefits, work design	47	13,12,5,11, 6	.87,.81,.60,.78&.67
23	Lopez, 2017	HRP, R&S, rewards, T&D and PE	48	10,11,8,10, 9	.51,.52,.57,.69,.59
24	MacDuffie, 1995	T&D, empowerment, CM, benefits, work design	47	13,12,5,11, 6	.87,.81,.60,.78,.67
25	Mandip, 2012	Green R&S, green T&D, green PE, green pay and reward, green involvement,	27	6,6,5,5,5	.62,.69,.71,.76,.84
26	Masri & Jaroon, 2017	Green R&S, green T&D, green PE, green pay and reward, green involvement,	27	6,6,5,5,5	.62,.69,.71,.76,.84
27	Morgeson, 2013	T&D, reward, job analysis, social support, R&S, ERM	36	5,7,6,5,5,4	.858,.850,.860,.676,.810,.766
28	Mostafa, 2015	CM, appraisal, T&D & and promotion	17	4,5,4,4	.87,.7,.77,.94 .
29	Nyawose, 2009	T&D, CM and rewards, PE, R&S & diversity mgt.	27	6,6,5,5,5	.88,.87,.81,.74,.75
30	Qureshi,2007	T&D, reward, job analysis, social support, R&S, ERM	36	5,7,6,5,5,4, 4	.86,.85,.86,.68,.77
31	Renwick, 2013	Green R&S, green T&D, green PE, green pay and reward, green involvement,	27	6,6,5,5,5	.62,.69,.71,.76,.84
32	Richards, 2000	Green R&S, green T&D, green PE, green pay and reward, green involvement,	19	3,3,5,3,5	.62,.69,.71,.76,.84
33	Shay, 2006	HRP, R&S and appointment, CM, T&D, and PE, and job satisfaction	48	10,11,8,10, 9	.51,.52,.57,.69,.59
34	Singh, 2004	T&D, CM, job analysis, social support, R&S, employee relationship and empowerment	36	5,7,6,5,5,4, 4	.86,.85,.86,.676,.78,.79,.78
35	Sivapragasam, 2018	R&S, CM, PE, T&D and CP	17	5,4,4,4,4	.52,.56,.56,.53,
36	Snell & Dean, 1992	R&S, T&D, PE and CM	9	6,5,5,5	.68,.78,.78,78
37	Soeters, 2006	R&S, placement, T&D, CM, PE, promotion, grievance procedures, pension program (social security)	35	5,3,6,6,6,3, 3,3	.75,.92,.75,.82,.73,.74,.72,.86
38	Triguero, 2012	R&S, T&D, flexible reward, employee participation, work conditions, organisational PE	30	6,6,6,6,6	.682,.642,.649,.650,.634,.649,.782
39	Wilches, 2009	T&D, CM, and inf. shar	33	5,7,6,5,5,5	.73,.88,.87,.81,.74,.75
40	Wright, 2005	T&D, empowerment, CM, benefits, work design	47	13,12,5,11, 6	.87,.81,.60,.78&.67

Source: Author's own work, 2023.

Key; R&S=recruitment and selection; T&D= training and development; PE=performance evaluation, HRP=human resource planning; CM=compensation management, inf. shar= information sharing, CP=career planning.

Accordingly, the Delery and Doty (1996a), HRM practice scale is the most frequently used 42(12%) scale of HRM with the reliability coefficient of .85 to .921, while the bundle high committed HRM scale of Snell

and Dean (1992), is the second frequently used 34(10%) scale of HRM with the reliability coefficient of .71. The third most frequently 30 (8%) utilised scale of HRM is the Tessema and Soeters (2006), scale of HRM practice with the reliability coefficient of .71 to .92. The fourth most frequently 22 (6%) used psychometric instrument is the Nyawose (2009), scale of HRM with the reliability coefficient of .74 to .88. Moreover, the HRM practice scale of Guest (2011), Lee (2010), Chang (2005), High commitment HRM scale of Gould-Williams and Daviess (2005) and the strategic HRM scale of Delery and Doty (1996), were moderately used by researchers with a proportion of 20(6%), 20(6%), 20(6%), 15(4%), 17(5%) and 20(6%) respectively.

In addition, the data presented in Table 3 shows the summary of measurement instruments that is suggested for each HRM practice. Therefore, in the table below, we present the HRM practice measurement instruments that are best suggested for future researchers to use in their studies.

The data presented in Table 3, shows that compensation and benefit management practices, training and development practice, performance evaluation practice, promotion and career management practice are suggested to be measured using either of the Delery and Doty (1996), Aktar and Pangil (2018), Mostafa (2015), Kerdpitak (2020), Nyawose (2009), Chang (2005), MacDuffie (1995) or Lepak (2008), HRM practice measurement scales.

The measurement scale of Tessema and Soeters (2006) is best to measure the human resource planning practice and grievance management and pension program (social security), while the measurement scales of Boselie, Dietzand Boon (2005), Singh (2004) and Cook (1981) are best to measure the job analysis and design, social support, employee relations practices of HRM.

Furthermore, employee participation, working environment, learning practices, diversity management and empowerment can be measured by using either of Hanaysha (2016), Anwar, Tufailand Mujahid (2017), Kerdpitak, (2020), Nyawose (2009), Lepak (1996) or Qureshi (2007) measurement scales. The strategic HRM practice can be measured using the measurement scale of Delery and Doty (1996), while bundles of HRM practice can be competently measured by using either of Gould-Williams (2005), Snell & Dyer (2005) or Huselid (1997) measurement scales. Last, the Green HRM scales of Masriet (2013) and Richards (1999) are suggested for the Green HRM studies.

5. Discussion

This study was undertaken with the aim of comprehensively reviewing HRM literatures and define the concept, specify its practices, and the measurement thereof, in order to work towards some consensus opinion on what it entails, which is necessary to do research which contribute to an existing body of knowledge. The discussion that follows is thus a synthesis of the findings described above.

With regard to the definition of HRM, the result of this review revealed that there is lack of communal consensus among scholars towards the definition, practices, elements as well as measurement schemes of human resource management (HRM). Due to this reason, the definitions of the term 'HRM' is still continued to be a debating agenda between scholars in the field. We found many definitions given by different authors (e.g., Armstrong, 2014; Collings, 2018; Mathis & Meglich; 2017; Sharma, 2017). Various previous studies

(e.g., Paauwe & Boselie, 2005; Boon, Eckardt, Lepak & Boselie, 2018) revealed similar results that confirm absence of communal consensus about the definition of HRM.

With regarding to the typologies of HRM, the findings of this study revealed that there is not universally accepted list of HRM practices or systems that shows the HRM practices in an organisation. The use of different terminologies to address similar matters makes things difficult/harder.

The result of this study shows that the fundamental HRM elements are compensation management, employee training and development, performance appraisal and management, employee selection and recruitment, and promotion and career management, job analysis and design, human resource planning (HRP), participation and job security, while the remaining less significantly mentioned HRM elements are empowerment, employee relations, teamwork, supervision, high performance work practices, employee well-being and employee participation.

Concerning the psychometric measurement instruments of HRM practice, we found a list of 24 instruments employed by different researchers in the field. As a result, the Delery and Doty (1996), HRM practice scale is the most frequently used one, while the Snell and Dean (1992), Tessema and Soeters (2006) and Nyawose (2009), measurement scales are in the second, third and fourth positions respectively.

6. Managerial Implications

This study provides valuable implication for managers. First, the result provides a comprehensive definition of HRM. Second, the study identified the core and most frequently used HRM practices. Third, the study listed out the most important measurement mechanisms of HRM practice. Hence, this study contributes to an existing body of knowledge in the HRM field.

7. Conclusions

From a review of literature, it is clear that no consensus exists about the definition of HRM and which practices are involved when reference is made to human resource management (HRM). The field often involves various debates and discussions on its definition, typologies and measurements. Given the literature review, human resource management (HRM) was defined as a strategic approach and practice relating to planning, designing, hiring, developing, appraising, compensating, leading, and controlling people resources with the aim of accomplishing organisational objectives and creating competitive advantages.

With regard to HRM practices, it was concluded that the core and most frequently used HRM practices are compensation management, employee training and development, performance appraisal and management, recruitment and selection, promotion and career management and knowledge sharing and career management. In addition, moderately used HRM practices are job analysis/design, human resource planning (HRP), and job security. But, empowerment, employee relations, teamwork, supervision, high performance work practices, employee well-being and employee participation are infrequently mentioned HRM practices.

In most cases, HRM practices have been mostly reported on individually, but in a few cases, they are reported on collectively as a “bundle”. However, a focus on HRM practices in aggregate are discouraged, as it does not enable predictions on how the separate HRM practices influence employee and organisational outcomes.

In regards to measurement of HRM practices, several instruments were considered. Based on the comprehensiveness of the measure, the frequency of use, as well as acceptable psychometric properties, the measurement scales of Delery and Doty (1996), Snell and Dean (1992), Tessema and Soeters (2006) and Nyawose (2009) are highly recommended for assessing the HRM practices.

The result of this review shows that it was possible to present a comprehensive definition of HRM, and also to present a general as well as an all-inclusive list of HRM practices. Therefore, this article is valuable, and set standardised patterns on the definition, practices and measurements of human resource management (HRM).

8. Limitations and Recommendations

This article was made based on the systematic review of scientific articles and books conveniently available in Google Scholar and Research Gate. While this database is broad, it may be exclusive of esteemed paid for journal, not accessible to this author. Future researchers, in a more advantageous position, are recommended to include some of the mentioned journals in their study.

Given the comprehensive review conducted in this study, it is recommended that future researchers need to use the said definition, as well as the identified HRM practices in their research, as these are representative of the current knowledge base.

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