

Human Resource Management and Organisational Behaviour: Contemporary Approaches and Impact on Organisational Effectiveness

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Human Resource Management (HRM) and Organisational Behaviour (OB) represent synergistic approaches for strategy to feed performance. This article integrates current findings about how integrated systems of HRM involving planning, selection, individual and group development, rewards, and employee relations, in conjunction with OB processes, influence innovation, responsiveness, and organisational integrity. First, three micro–meso designs have been found to have a positive effect across all studies regardless of data type or analysis applied: decentralised HRM systems enabling line managers as organisational-level participants in people work activities, caring HRM supporting increased perceptions of Organisational Support and organisation-level engagement and change readiness through it, and OB approaches building a positive work routine through Self-Efficacy beliefs and job crafting. On a macro–meso strategic-level perspective, as a strategy-aligned explanatory theory, extended strategic HRM incorporates an extended version of the Resource-Based View of Strategy by explaining how a combination of human resources capabilities produces a unique, costly-to-beat battery of human and social capital that secure long-term competitiveness. An extended mandate as a strategic-level research field puts a new priority upon corporate social responsibility as a mediating variable in strategic action. Current systems-modelling theories of practice in OB offer greater insight why participative designs for workers outperform rigidly hierarchical designs in periods of organisational instability or flux.

Keywords: *human resource management; organisational behaviour; decentralisation; perceived organisational support; engagement; inclusion; resource-based view*

Introduction

Human resource management offers a structured architecture of staffing, development, compensation, and relations, while organisational behaviour studies how people and groups essentially interpret and implement work; together, they constitute a social infrastructure in which strategy translates to performance (Yusriadi, 2020; Riana, Suparna, Suwandana, Kot, & Rajiani, 2020). Modern strategic human resource management also advances the resource-based perspective,

illustrating that value is created, not through individual actions, but through meaningful bundles that build valuable, rare, and non-imitable human and social capital, well-aligned for leveraging (Collins, 2020). On a similar note, organisational behaviour theory provides a detailed explanation of an intention-behaviour relationship, illustrating how an individual's attitudes, social norms, and perceptions of control influence behaviour and how human resource interventions influence modifying these precursors to attain lasting behaviour modification (Ajzen, 2020).

Design decisions cumulate in such a manner. Decentralized approaches to HR activities enhance responsiveness in unstructured contexts, especially when effective line managers articulate such policies in action through recruitment, mentoring, and performance talk (Anwar & Abdullah, 2021; Kehoe & Han, 2020). Caring approaches to HRM enhance perceptions of Organisational Support, and this in turn fosters predictions of engagement and discretionary performance, thereby enhancing a positive context for innovation and change (Eisenberger, Shannock, & Wen, 2020; Saks, 2021). Contemporaneous advances in OB—Positive Organisational Behaviour and Inclusive Organisational Behaviour—enable organisations to develop resilience, mindfulness, job crafting, and a sense of belonging in data-saturated work environments (Cunha, Simpson, & Rego, 2020; Kar, Yadav, & Panda, 2023). On a systems-level analysis of OB research and real-world studies, it is clear that action-oriented participative approaches using recurrent feedback outperform control-oriented approaches in unstructured contexts, thereby justifying why research in HRM is best understood as a study of complex adaptive systems in place of a control system (Somarathna, 2020; Chams-Anturi, Gomez, Corcia-Caballero, & Soto-Ferrari, 2020).

Discussion

Human resource management (HRM) and organisational behaviour (OB) represent a foundation of social architecture through which strategy is transformed into performance. While human resource management incorporates defined systems of staffing, development, compensation, as well as relationships in an organisational setting, organisational behaviour studies human cognition, emotions, as well as social interactions in an organisational setting. Organisations whose human resource management and organisational behaviour are aligned appear to demonstrate increased productivity, innovation strength, as well as organisational cultures that remain agile in a volatile setting without deviating from

their strategic standards (Yusriadi, 2020; Riana, Suparna, Suwandana, Kot, & Rajiani, 2020; Collins, 2020).

In terms of basic HR practices, planning, selection, training and development, compensation, and job safety are foundational to achieve success in strategic terms. Spending in such areas is directly positive for improvements in innovation and productivity, especially when focused as an entire system for building capabilities through work and performance (Yusriadi, 2020; Riana et al., 2020). Even in those studies that tend to remain in definitional/managerial descriptions of a topic, a common conclusion is that it is a structured approach of Human Resources that actually leads to improvements in organisational performance, as opposed to several “best practices” in a vacuum of isolation, as noted in (Malik & Tjprc, 2020).

Structural decisions embolden or soften impacts of good HR practice. Decentralisation of HR activities—to decentralise suitable discretion to business units and line-managers—should generally enhance responsiveness and performance in better moments of uncertainty by alleviating informational bottlenecks and allowing localised experimentation (Anwar & Abdullah, 2021). This particular structural adjustment is most likely to prove effective if line-managers are specifically embodied and fortified to also perform HR activities in their own right—selecting for fit in context, mentoring, allocating opportunities for development, and facilitating performance conversations. A broadened understanding of line-manager engagement reveals that boundary-managers reinstitute formalised human-resource systems as lived experiences, thereby influencing perceptions of justice as well as work-related motivational conditions predicting behaviour (Kehoe & Han, 2020). A complex-adaptive system interpretation of HRM further explains why decentralised approaches to strategy formation surpass centralised approaches in unpredictable work conditions because strategy assessment is preferentially supported by local rules allowing for quick system learning in inter-agent systems (Somarathna, 2020).

Culture and climate represent a clear “felt face” of HRM. Caring HRM—organisational actions and decisions that communicate a sincere caring for employees’ well-being—reliably predicts engagement as it fulfills expectations for support and fairness, leading to a strengthening of social exchange relationships (Saks, 2021). “It is clear that when employees feel that an organisation values their contribution and cares for their well-being—perceived organisational support—they will respond with greater commitment, extra effort, and a willingness to adapt and change” (Eisenberger, Shanock, & Wen, 2020).

OB offers a multi-level perspective that is suitable for understanding actions in terms of those conditions. On an individual-level perspective, actions are determined by a set of variables such as motive, satisfaction, and attitudes. On a group-level perspective, actions are determined by a set of variables such as leadership, group cohesion, and group norms. On an organisational-level perspective, actions are determined by variables such as organisational learning and innovation paths. In a retail, service, or overall managerial setting, studies have supported that managerial performance is based upon interpreting and influencing multiple levels simultaneously instead of a single one (Chams-Anturi, Gomez, Corcia-Caballero, & Soto-Ferrari, 2020; Guevara, Jiménez, & Lara, 2020; Kumar & Mohanty, 2020).

Within OB, two approaches that are highly relevant to effectiveness are positive organisational behaviour and inclusive organisational behaviour. Positive Organisational Behaviour focuses its energies on building positive psychological qualities such as resilience, hope, optimism, and mindfulness and proactively engaging in job crafting that enables individuals to protect their work from sources of work-related stress and recon Nit EC Pvs - defined as work activities that are well aligned with one's strengths and values. This micro-level positive organisational behaviour strategy builds upon itself in terms of its positive effect over a period of time when supported by leadership that is simultaneously values-grounded and vision-oriented (Cunha, Simpson, & Rego, 2020). Inclusive Organisational Behaviour carries this positive behaviour in OB a step further in a post-pandemic world of work that is highly digitalised by building upon human-centred design that uses data enablers to build participation, equality of voice, and a sense of belonging in a highly diverse and trans-national work team. This new "dynamic rules" of inclusiveness will have as its objective making inclusiveness an operational reality that people live through in team meeting platforms and decision-making systems (Kar, Yadav, & Panda, 2023).

Strategic HRM explains how such behavioral patterns are related to strategic advantage through the resource-based view of strategy as extended in strategic HRM. Simultaneously, strategic HRM has been broadened in its emphasis toward issues of corporate sustainability and social responsibility, as multi-stakeholder approaches have situated strategic HRM as a means of leveraging environment, social, and governance in a manner that enacts responsibility within strategy rather than merely layering it upon it (Stahl, Brewster, Collings, & Hajro, 2020).

Among sectors, of course, differences exist. In particular, nonprofits have challenges of mission, governance, and resources that are characteristic of their

type, and a strategic landscape of HRM in nonprofits provides different paths to strategic success through integration of volunteers, through identity and commitment, as well as through value-consistent leadership (Baluch & Ridder, 2020).

Behavioural theory provides a precise terminology for discussing the intention-action link that is targeted by HR and OB interventions. This is supported by the theory of planned behaviour, describing how attitudes, subjective norms, and perceptions of control together influence intentions that in turn predict behaviour, such that interventions by HR that influence such antecedents—such as through means such as attitudinal restructuring, norm-building around inclusivity, or building control through mastery experiences—will be more likely to produce durable behaviour change (Ajzen, 2020). Adopting a perspective that focuses on organisational change, interventions in operational research based on practice theories offer insight into participants' routines and interplays of meanings and material conditions in organisational change, counselling against purely top-down approaches (Ormerod, Yearworth, & White, 2022).

Drawing all these strands together, organisational effectiveness is likely to enhance when decentralised HR structures empower capable line managers to practice caring EBPs, when OB-informed interventions foster ψ R and inclusive social routines, and when strategic HRM aligns CB with S&R. Returns to HRM investment come when it is done in a package or contextually nuanced manner that is not generic, when it is a demonstration of real caring and fairness, and when paired with leadership actions that work to promote learning and responsible behaviour (Yusriadi, 2020; Riana et al., 2020; Anwar & Abdullah, 2021; Eisenberger et al., 2020; Cunha et al., 2020; Kar et al., 2023; Collins, 2020; Stahl et al., 2020). In such organisations, innovation will become less a one-off phenomenon and more an attribute of routines when the social system is organised to detect novelty, experiment with alternatives, and spread improvements (Kehoe & Han, 2020; Somarathna, 2020).

In terms of looking ahead, the integration of people analytics and AI as a normal part of business as usual will only deepen its salience. On one hand, it is a danger of confusing data richness for insight, while also having a chance to marry sound behavioral science with sound data governance in order to personalize learning and development, as well as tracking well-being without becoming surveillance fatigue. It is those firms that will be successful that will start to see work in human resources management as a means of developing human and social capital, and Organizational Behaviour as a means of informing work that is better, rather than

as a means of explaining work as it is. In sum, when we build for care, competence, and curiosity, performance will likely follow, as it is a truth as pragmatic as it is aspirational (Saks, 2021; Eisenberger, 2020; Collins, 2020).

Conclusion

Organisational effectiveness is shown in substantial evidence to extend when decentralised designs of human resource architecture empower line managers to behave in caring and evidence-inspired ways when OB-informed actions are designed to build micro–meso-level resources and inclusive practices, and when strategic human resource management brings such micro–meso interactions together through a business model alignment (Yusriadi, 2020; Riana et al., 2020; Kehoe & Han, 2020; Eisenberger et al., 2020; Saks, 2021; Collins, 2020). Moreover, in moving well beyond performance data, human resource management is also a means of leveraging a new foundation of sustainability and social responsibility in nonperformative terms, while also unearthing new paths of effectiveness through mission, identity, and value-consistent approaches in specific sectors of non-profits in particular (Baluch & Ridder, 2020; Stahl, Brewster, Collings, & Hajro, 2020).

Future-oriented improvement needs a twofold approach. First, it needs a participative and practice-informed change approach that focuses on routines, meanings, and material arrangements, as against blueprints (Ormerod, Yearworth, & White, 2022). Second, it needs a complex system perspective of HRM, accomplished through modeling and local experimentation that is focused on creating bundles of practice with a high degree of contextual fit and feedback (Somarathna, 2020; Anwar & Abdullah, 2021). In all possible contexts, enhancing resilience through innovation means designing for support, capabilities, and inclusion through an important afterword, ensuring that line leaders appropriately develop such considerations in practice (Kar et al., 2023).

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