

# Examining the Effect of Human Resource Management Practices on Employee Performance in Public Sector Organisations: A Systematic Review

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**Abstract:** Human Resource Management (HRM) is a critical driver of organizational effectiveness, particularly in sustaining performance within public institutions. This study conducts a systematic review of 70 peer reviewed articles published between 2000 and 2024 to examine how HRM practices shape employee outcomes in public sector organizations globally. The review focuses on core HRM dimensions including recruitment and selection, performance appraisal, training and development, compensation and rewards, and employee engagement. Evidence across the literature demonstrates that well designed HRM systems enhance employee performance by strengthening relationships between staff and management, supporting professional growth, and aligning individual objectives with organizational priorities. These practices also foster motivation, innovation, and commitment, which are essential for delivering high quality public services. Although the review is limited to public sector contexts, the international scope of the studies broadens the applicability of the findings across diverse administrative settings. The study offers practical insights for policymakers, HR practitioners, and researchers seeking to enhance human capital strategies and improve workforce effectiveness in government institutions through targeted HRM interventions.

**Keywords:** Human Resource Management, HRM Practices, Employee Performance, Public Sector Organisations, Service Delivery.

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## I. INTRODUCTION

Public sector organizations are central to the delivery of essential services and the achievement of national development objectives, and their effectiveness is closely linked to the performance of their workforce [1], [2]. Human Resource Management (HRM) practices have become a key mechanism for improving employee performance, which in turn strengthens service delivery, institutional efficiency, and organizational sustainability [3], [4]. As global public institutions encounter increasing demands and complex challenges, examining how HRM practices shape employee outcomes has become a critical focus of research. This study presents a systematic review of literature published between 2000 and 2024, concentrating on core HRM dimensions such as recruitment and selection, performance management, training and development, compensation and rewards, and employee engagement. The review consolidates empirical

findings on the relationship between HRM practices and employee performance in public sector contexts, offering insights into how strategic HRM fosters motivation, innovation, and commitment among employees. By synthesizing two decades of global scholarship, this study provides a comprehensive understanding of the mechanisms through which HRM practices influence workforce outcomes and offers evidence based guidance for strengthening human capital strategies in public institutions.

Human resource management also plays a crucial role in addressing challenges such as workforce shortages and high turnover, which are often shaped by broader economic conditions and labour market dynamics [5], [6]. According to [7], [8], HRM practices can be classified into three broad categories. The first category involves advanced practices such as training, employment, and development. The second category highlights opportunity based practices, including

participation and competition. The third category emphasizes motivational practices, such as compensation and rewards. Together, these practices are designed to foster enhanced employee performance and strengthen organisational effectiveness. HRM practices may also be interpreted as signals that communicate organizational expectations and priorities, thereby shaping employee behaviour and performance outcomes [9]. As [10] observes, employee actions are influenced not only by external conditions but also by their perceptions of organizational support, opportunities, and recognition.

Recent studies highlights the significant impact of HRM practices on employee performance, identifying motivation, rewards, career opportunities, professional training, and employee benefits as key drivers of loyalty and productivity [11]. Evidence further suggests that HRM contributes to the creation of safe and stable work environments that encourage innovation and efficiency, ultimately strengthening organizational performance [12], [13], [14] This review brings together and analyses research conducted over the past 24 years to evaluate the influence of HRM practices on employee performance, with emphasis on recruitment and selection, performance management, training and development, compensation and rewards, and employee engagement. Scholars including [15], [16], and [17] stress that continuous investment in employee growth and performance enhancement remains fundamental to effective human resource management.. This study is designed to examine several critical questions.

- What role does Human Resource Management (HRM) play in shaping organizational effectiveness within public institutions?
- How do HRM practices influence employee performance in public sector organizations?

The contribution of this research lies in its systematic and distinctive approach, which enriches existing knowledge in business and social sciences by offering new insights into the dynamics of HRM within public sector organizations.

## II. RESEARCH FRAMEWORK

The research model for this systematic review is presented in Figure 1. The model is designed to examine the research questions articulated in the introduction by analysing the relationship between human resource management (HRM) practices and employee performance, and how these two variables interact through dimensions such as recruitment and selection, performance management, training and development, compensation and reward, and employee engagement. HRM is widely acknowledged as a critical determinant of employee performance, with the potential to either strengthen or weaken institutions depending on how it is implemented [18], [19]. Management operates as a hierarchical and integrated system shaped by individuals both within and outside the organization, positioning employees as a central factor in determining institutional effectiveness [20].

This research framework is not presented as definitive but rather reflects an effort to refine existing knowledge and encourage on going inquiry into the quality of the relationship between HRM practices and employee performance. Over time, management research has often been criticized for relying on routine and traditional approaches, yet systematic reviews provide a more comprehensive and objective method for synthesizing findings across disciplines [21], [22]. Unlike conventional reviews, systematic reviews emphasize transparency, reproducibility, and methodological rigor, which enhance the credibility of results in fields such as human resource management and politics [23], [24]. Their strength lies in consolidating evidence from diverse sources, thereby offering clarity and accessibility to both researchers and practitioners.

Human Resource Management (HRM) is defined as the strategic management of people within organizations to achieve both immediate and long-term objectives [25], [26]. It encompasses functions such as recruitment and selection, performance management, training and development, compensation, and employee engagement, all of which contribute to organizational growth and effectiveness [27]. Participation and productivity are also central to HRM, as they determine the extent to which employees advance organizational goals [28].

Recruitment and selection are fundamental in ensuring that organizations attract and appoint individuals with the appropriate skills, qualifications, and cultural alignment, thereby establishing the foundation for sustained success. Performance management enhances organizational outcomes by setting clear expectations, monitoring progress, and delivering constructive feedback that aligns employee contributions with strategic objectives. Training and development equip employees with updated knowledge and competencies, enabling them to adapt to evolving environments and improve productivity. Compensation and reward include both financial and non-financial incentives such as wages, bonuses, allowances, and recognition. Well-designed compensation strategies are essential for attracting and retaining talent while maintaining competitiveness in the labour market [29], [30]. Employee engagement complements these practices by fostering commitment, satisfaction, and a sense of belonging, which collectively drive higher performance and organizational sustainability.

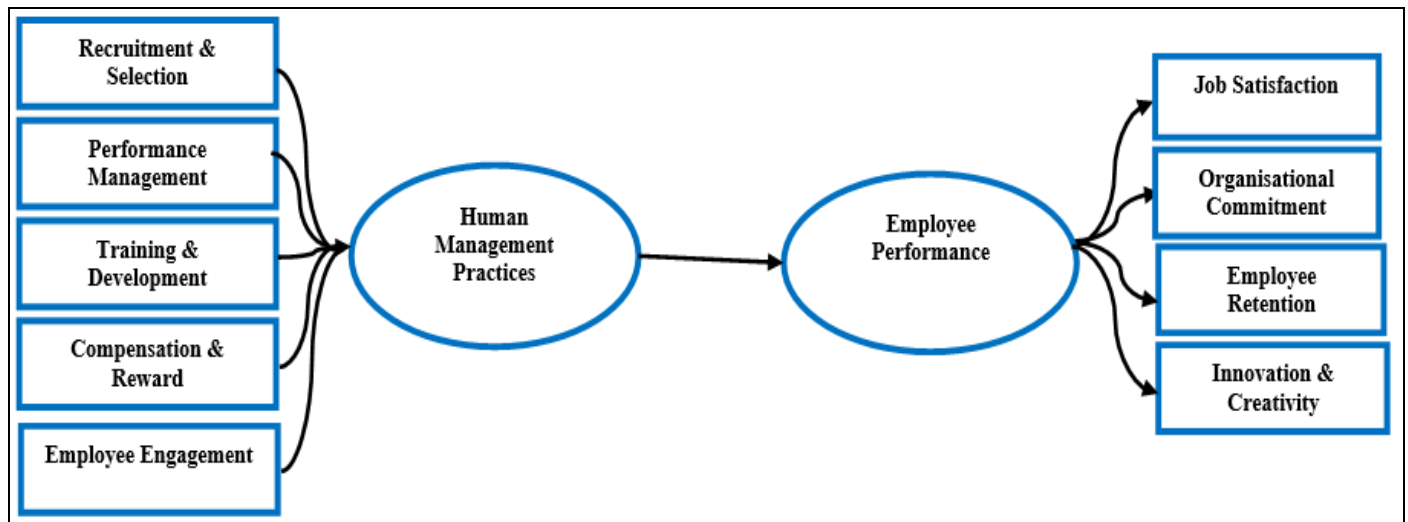


Fig 1 Conceptual Framework

Employee performance refers to the ability of employees to surpass routine expectations and achieve organizational objectives effectively [31]. High-performing employees demonstrate adaptability, innovation, and a willingness to contribute beyond formal job descriptions [32]. Recent studies highlight that knowledge and continuous learning are critical resources for enhancing performance, particularly in public sector organizations where service delivery and accountability are paramount [33], [34].

This research framework integrates HRM practices with employee performance outcomes, emphasizing the reciprocal relationship between management and employees. By emphasising recruitment and selection, performance management, training and development, compensation and rewards, and employee engagement, the framework establishes a structured approach through which the influence of HRM practices on employee performance can be systematically evaluated as a pathway to organisational performance.

### III. METHODOLOGY

This review adopted the PRISMA protocol recommended for systematic reviews (see Figure 2 below). According to [35], a systematic review is comprehensive, rigorous, and methodical, involving the structured analysis of numerous documents. Unlike traditional reviews, systematic reviews focus on specific research questions and evaluate evidence drawn from all relevant published studies [36]. The present review examined the relationship between HRM practices and employee performance, employing secondary research methods to identify, analyse, and interpret relevant literature, as outlined by [37]. To gather pertinent studies, bibliographic references were sourced from leading academic publishers and multiple electronic databases, including ResearchGate, Sage, Taylor and Francis, Springer, JSTOR, Scopus, Google Scholar, and Web of Science. Keywords such as HRM practices, employee performance, and public sector organizations were used to generate a comprehensive dataset of peer reviewed articles, academic journals, and conference papers. The databases were selected for their

broad subject coverage and high quality publications. Additional search terms included public sector organization, employee performance, HRM practices, human capital theory, resource based view, social exchange theory, and unified theory of acceptance and use of technology. This process initially produced more than 3,000 results. Selection criteria focused on journal articles and conference papers published between 2000 and 2024, written in English, and directly addressing relevant topics. The filtering process narrowed the dataset, resulting in the examination of research conducted from 2000 to 2024.

#### ➤ Inclusion and Exclusion Criteria

This systematic review examines the effect of HRM practices employee performance within public sector organizations, drawing on multiple theoretical frameworks to provide a comprehensive analytical perspective. The review incorporates peer reviewed journal articles and conference papers published between 2000 and 2024, selected according to specific inclusion criteria: relevance to HRM and employee performance, publication in English, and comprehensive coverage of HRM practices. Studies reporting negative relationships or lacking relevance were excluded to maintain a clear focus on high quality research that advances understanding of the topic.

### IV. RESULTS AND DISCUSSION

Following the PRISMA framework, the initial stage of data analysis in this systematic review entailed a detailed and structured assessment of human resource management practices and their effect on employee performance within public sector organisations. The researcher began by compiling and reviewing raw data extracted from the selected studies, which included descriptions of HRM activities and reported performance outcomes. Through an iterative and reflective process, these activities and outcomes were synthesized into coherent categories that captured the essence of the practices and their effects. This analytical approach facilitated the development of a structured framework for organizing the findings and provided deeper insights into the patterns emerging across the literature.

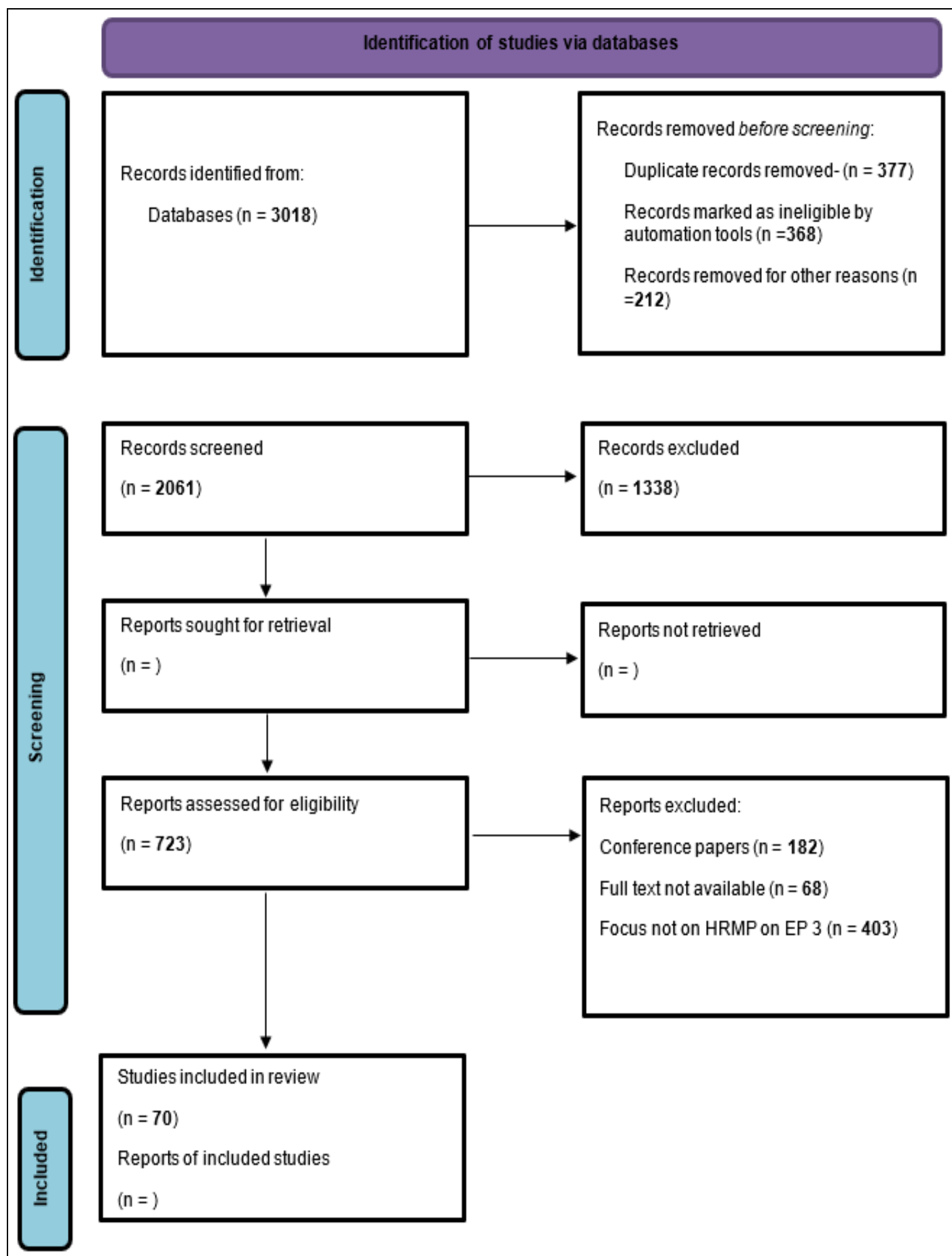


Fig 2 PRISMA Flow Diagram: (Haddaway N. R et al, 2022)

This analytical approach enabled the development of a structured framework for organizing the findings and facilitated a deeper understanding of the patterns emerging across the literature.

Drawing on prior research syntheses concerning HRM effectiveness, five distinct categories of HRM practices were identified. These categories include recruitment and selection, performance management, training and development, compensation and rewards, and employee engagement. Each category represents a core dimension of HRM that contributes to shaping employee behaviour, motivation, and performance. This categorization provides a foundation for analysing how these practices interact and collectively influence performance outcomes in public sector settings. It also supports the identification of strategic HRM interventions that can be tailored to enhance workforce productivity and institutional effectiveness.

#### ➤ *Human Resource Management in Public Sector Organizations*

A systematic review of 70 scholarly articles reveals that Human Resource Management (HRM) is pivotal in shaping employee performance and advancing organisational success within public sector institutions, underscoring its strategic importance in contemporary management practice. Evidence consistently shows that HRM has evolved from a traditional administrative function into a strategic discipline that directly influences efficiency, accountability, and service delivery. Recruitment, training, compensation, performance management, and employee engagement emerge as the most frequently cited practices that enhance both individual and institutional outcomes [38], [39].

Across the reviewed studies, public sector organizations are highlighted as central to national governance and development, delivering essential services such as healthcare, infrastructure, and citizen safety. Effective HRM practices are identified as indispensable for sustaining these services, particularly in contexts such as Zambia where reforms, resource constraints, and rising citizen expectations demand adaptive strategies [40], [41]. Despite reform efforts since 1993, performance gaps remain, underscoring HRM's critical role in bridging institutional challenges and improving service delivery [42].

The review further reveals that organizational success hinges on employee performance, with HRM practices serving as the linchpin for cultivating loyalty, motivation, and intellectual capital [43], [44]. Globally and locally, HRM is increasingly recognized as a source of competitive advantage, enabling institutions to retain talent and adapt to dynamic environments [45], [46]. In Zambia, experts

advocate innovative HR strategies to strengthen skills and engagement, positioning HRM as foundational for efficiency, accountability, and sustainable organizational success [47], [48].

#### ➤ *HRM Practices and Employee Performance*

The reviewed studies, as summarised in Table 1, consistently highlight the significant influence of Human Resource Management (HRM) practices on employee performance. Across the seventy publications examined in this systematic review, there is strong consensus that effective HRM practices are positively associated with improved employee outcomes. These outcomes encompass increased motivation, higher levels of job satisfaction, enhanced productivity, and stronger organisational commitment. The relationship between HRM and performance is mediated through several core practices, including recruitment and selection, performance management, training and development, compensation and rewards, and employee engagement.

Recruitment and selection practices enable organisations to attract and retain individuals whose skills, qualifications, and values align with institutional goals, thereby strengthening employee performance and supporting long-term organisational effectiveness. Performance management systems provide structured mechanisms for evaluating and guiding employee contributions. Training and development initiatives equip employees with the competencies needed to adapt to changing demands and improve service delivery. Compensation and rewards serve as motivational tools that reinforce desired behaviours and performance standards. Employee engagement fosters commitment, satisfaction, and active participation, which are essential for sustaining high performance in public sector environments. Together, these HRM practices form an integrated framework that supports the development of a capable and committed workforce, ultimately enhancing the effectiveness of public institutions.

The findings of this systematic review demonstrate that Human Resource Management (HRM) practices exert a significant and positive influence on employee performance within public sector organisations. The review underscores the strong interconnections among diverse HRM elements, which collectively manifest in employee behaviours including job satisfaction, innovation, creativity, organisational commitment, retention, productivity, efficiency as well as self-directed learning. These behavioural outcomes demonstrate how integrated HRM practices contribute not only to individual performance but also to broader organisational effectiveness.

Table 1 List of Articles Reviewed

	Author(s)	Objective of the Study	Results
[49]	(Ronkoine et al., 2024)	To determine the effect of e-recruitment on employee performance in Kenya's Kajiado County Government.	E recruitment was found to have a positive and significant effect on employee performance, ensuring that organizations attract candidates with the right skills and cultural fit.



[50]	(Otoo, 2024)	To explore the relationship between (HRM) practices and organizational effectiveness with employee performance as a mediating variable	HRM practices overall exert a significant influence on employee performance, improving roles, responsibilities, and job outcomes.
[51]	(Wafy & Deka, 2024)	To investigate how HRM practices influences employee performance within an organization	Technology adoption reshapes how employee performance is evaluated, offering more comprehensive and data driven insights.
[52]	(Paerah et al., 2024)	To systematically reviews literature from major scholarly databases to map the evolution of these technologies and their impact on human resource management practices.	The UTAUT model revealed the significant impact of artificial intelligence (AI) adoption, particularly in shaping behavioural intentions to use HR information systems (HRIS).
[53]	(Zhang, 2024)	To investigate HR professionals' perceptions and attitudes towards AI adoption in recruitment, utilizing the (UTAUT) model	Employee engagement consistently demonstrated positive effects, fostering motivation, satisfaction, and stronger individual work performance.
[54]	(Deepalakshmi et al., 2024)	To discuss the role of HR practices in fostering employee engagement.	Compensation and benefits were shown to influence operating performance, reinforcing the importance of both financial and non-financial rewards.
[55]	(Amina Musa et al., 2023)	To explore the effect of HRM practice on employee performance in some banks in Bauchi local government area.	Training and development exhibited a strong positive correlation with employee performance, with increases in training corresponding to measurable improvements in outcomes.
[56]	(Lanre-Babalola et al., 2023)	To investigate the influence of human capital development on employee performance among staff of the Ministry of Human Resources and Capacity Building in Osun State, Nigeria,	Recruitment and selection emerged as a critical determinant, with some studies concluding that effective processes can improve employee performance by more than 50 percent.
[57]	(Zainal et al., 2023)	To examine the impact of human resource practices on employees' job performance	Evidence confirmed that HRM practices not only directly but also indirectly enhance employee performance, particularly in organizations implementing AI.
[58]	(Mohammed Ajaham & Abdul Hamid, 2023)	To examine the impact of human resource management practices on employee performance.	Performance management systems were noted to have a significant moral and behavioural impact on how employees perform within firms.
[59]	(Putra & Fitri, 2023)	To examine the differences in the implementation of Artificial Intelligence (AI) in human resource management practices and its impact on employee performance.	Across the reviewed studies, HRM practices were consistently linked to higher levels of job satisfaction, organizational commitment, innovation, creativity, retention, and productivity.
[60]	(Huabis et al., 2023)	To examine the impact of HRM practices on employee performance in the Ministry of Agriculture and Fisheries in Oman, as well as the moderating role of organizational justice in this relationship.	E recruitment was found to have a positive and significant effect on employee performance, ensuring that organizations attract candidates with the right skills and cultural fit.
[61]	(Alkhwaldi et al., 2023)	To propose a model of human resource information system (HRIS) in the Jordanian public sector by integrating the task technology fit (TTF) model and the unified theory of acceptance and usage of technology (UTAUT).	HRM practices overall exert a significant influence on employee performance, improving roles, responsibilities, and job outcomes.
[62]	(Almulaiki, 2023b)	To review the literature on the impact of performance management practices on employee performance	Technology adoption reshapes how employee performance is evaluated, offering more comprehensive and data driven insights.

[63]	(Lee, 2023)	This paper probes into the impact of employee compensation and benefits on the overall operating performance of an accounting firm	The UTAUT model revealed the significant impact of artificial intelligence (AI) adoption, particularly in shaping behavioural intentions to use HR information systems (HRIS).
[64]	(Timothy Nmadu et al., 2022)	To examines the effects of training on employee performance in organizations.	Employee engagement consistently demonstrated positive effects, fostering motivation, satisfaction, and stronger individual work performance.
[65]	(Manneh & Adesopo, 2022)	To assess the effect of the recruitment and selection methods on employee performance in The Gambia public service institutions.	Compensation and benefits were shown to influence operating performance, reinforcing the importance of both financial and non financial rewards.
[66]	(Adula, M., Kant, S., & Birbirs, 2022)	Effects of HRM practise on employee performance through organizational performance	Training and development exhibited a strong positive correlation with employee performance, with increases in training corresponding to measurable improvements in outcomes.
[67]	(Ntunga & Ogbe, 2022)	To assess the recruitment and selection practices and the service performance of Public Sector organizations	Recruitment and selection emerged as a critical determinant, with some studies concluding that effective processes can improve employee performance by more than 50 percent.
[68]	(Alharbi et al., 2022)	To investigate how HRM practices affect organizations' and employees' performance by reviewing the previous studies using the systematic literature review (SLR).	Evidence confirmed that HRM practices not only directly but also indirectly enhance employee performance, particularly in organizations implementing AI.
[69]	(Guyo & Ombui Kepha, 2022)	To examine the effect of staff training and development on employee performance in chartered Universities in Nairobi County.	Performance management systems were noted to have a significant moral and behavioural impact on how employees perform within firms.
[70]	(Satata, 2021)	To summarize and discuss employee engagement as an effort factor in improving work performance within the organization.	Across the reviewed studies, HRM practices were consistently linked to higher levels of job satisfaction, organizational commitment, innovation, creativity, retention, and productivity.
[71]	(Ahmad & Chuan Terng, 2021)	To investigate the relationship between the HRM practice and employee performance.	The results confirmed a positive relationship between HRM practices and employee performance.
[72]	(Mahfouz et al., 2021)	To explore the significance of employee commitment as a mediator in the relationship between HRM practices and employee performance.	The study demonstrated that HRM practices exert significant effects on employee performance.
[73]	(Alsafadi Yousef and Altafat Shadi, 2021)	To investigate the impact of HRM practices on improving Employee Performance (EP).	The findings revealed that HRM practices had a positive impact on employee performance.
[74]	(Alam, 2020)	To examine the relationship between HRM practices and employees' adaptive performance. Using resource-based view (RBV) theory.	According to the evidence, performance appraisal, training, job enrichment, and job enlargement all substantially influence employees' adaptive performance.
[75]	(Mol Stephen et al., 2021)	To examine the effectiveness of E-HRM practices and employee productivity	Results indicated that E HRM practices significantly affect organizational performance.
[76]	(Mahfouz et al., 2021)	To explore the significance of employee commitment as a mediator in the relationship between HRM practices and employee performance.	The study demonstrated that HRM practices exert significant effects on employee performance.
[77]	(Kampororo & Mwangi,	To establish the effect of reward system on employee performance in public	The results illustrated that HRM practices have a positive and significant effect on

	2021)	institutions in Rwanda with reference to Rwanda Housing Authority.	employee performance in RHA.
[78]	(Amha & Brhane, 2020)	To examine the determinant of employee performance in the public organization; the case of Dessie city municipality office.	The findings showed that training, motivation, leadership, and work environment positively and significantly influence employee performance.
[79]	(Imran et al., 2020)	To investigate the impact of E-HRM on Employee Engagement in banking sector employees.	The study concluded that both E Compensation and E Performance Appraisal have a positive and significant impact on working outcomes.
[80]	(Rodjam et al., 2020)	To investigate the relationship between human resource management practices and employee performance.	The findings demonstrated that HRM practices have a significant and positive relationship with employee performance.
[81]	(Khan et al., 2020)	To assess the effects of HRM practices on the management performance of public service organizations in Bangladesh.	The study confirmed that HRM practices predict employee performance.
[82]	(Siyum, 2020)	To assess the impact of reward and compensation on employee performance in private and public hospitals in Tigray, Ethiopia.	The findings revealed that employee reward compensations impact performance in public and private health facilities in Tigray, Ethiopia.
[83]	(Malisase, 2020a)	Public Sector Reforms' contribution to poor Public Service Delivery in Zambia: Poor Implementation Or Defective Programmes	As a result, current reform programmes are directed not toward improving service delivery, but toward minimising the damage caused by earlier reforms under privatisation and the Public Service Reform Programme.
[84]	(Brasilio & Tridayanti, 2020)	To analyse the effect of direct and indirect compensation on employee performance simultaneously and partially	The study results showed that direct and indirect compensation positively and significantly affect employee performance.
[85]	(Ismail, 2020)	To explain the role of remuneration in improving the performance of library employees.	Results revealed that employees generally expect remuneration to be sufficiently high to meet acceptance standards.
[86]	(Kadir et al., 2019)	The aim of the study is to establish the effect of compensation and benefits towards employee performance.	Findings confirmed that compensation and benefits positively influence employee performance.
[87]	(Mira et al., 2019)	To investigate the role of the human resource practices on employee performance	The study demonstrated a positive and significant relationship between HRM practices and employee performance.
[88]	(Mohd et al., 2019)	To examine the effect of HRM practice on employee performance and mediating role of employee engagement. Using the Social Exchange Theory	The results revealed that HRM practices were significant and positively associated with employee performance.
[89]	(Nor, 2018)	To review the findings of previous studies conducted by various researchers with the aim to analyse the impact of HRM practices on Employee Performance.	The study confirmed a positive relationship between HRM practices and employee performance.
[90]	(Arbab & Mahdi Abaker, 2018)	To examine the impact of HRM practices on organizational excellence in Sudanese public organizations.	The results showed that HRM practices significantly impact employee performance.
[91]	(Choon, 2018)	To examine the relationship between Human Resource Management (HRM) practices and employee performance.	The findings suggested that HRM practices positively influence employee performance.
[92]	(R. Singh et al., 2017)	To explore the impact of HRM practices on perceived employee performance in Indian Service Organizations.	Evidence indicated that HR practices have significant associations with employee performance.
[93]	(Munivenkatappa, 2016)	To review current empirical work on e-HRM and discusses some implications for future research.	The study revealed that E HRM practices positively enhance HRM management.



[94]	(Manzoor et al., 2016)	To gauge the role of HRM practices in employee's performance.	The findings depicted that HRM practices have significant and positive effects on job performance.
[95]	(Ghafoor et al., 2015)	To explore contribution of HRM practices on employee performance.	Results indicated that these practices have economically and statistically significant impacts on employee performance.
[96]	(Abdelaziz Al-maaitah et al., 2015)	To examine the relationship between HRM practices and employee performance	The findings confirmed a positive relationship between HRM practices and employee performance.
[97]	(Mellam et al., 2015)	To ascertain the impact of modern HRM practices on employee performance compared to that of traditional human resource management practices	Results indicated that traditional HRM practices led to low employee performance in SOEs, while modern practices improved performance in PEs.
[98]	(Khalid & Ilyas, 2014)	To examine the implementation of HR practices and determine their relationship on employees 'performance efficiency in organization.	Perceptive measures provided evidence of HRM practices' impact on individual and collective performance.
[99]	(Saleem & Khurshid, 2014)	To Identify major practices of HR that led to enhanced Employee Performance (EP) at banks operating in Lahore, Pakistan.	Results supported the proposed theoretical model linking HR practices and employee performance in three banks in Lahore, Pakistan.
[100]	(Mohammad et al., 2014)	To examine the effect of HRM practices towards employee performance in Malaysian Skills Institute (MSI)	The results indicated that recruitment and selection and compensation significantly correlated with employee performance in MSI.
[101]	(Faradonbeh et al., 2014)	An empirical investigation to study the effect of human resources management on employee performance in one of Iranian social security organizations	The study detected a positive and meaningful relationship between HRM and organizational performance.
[102]	(Abubakar , 2014)	To investigate the effects of Selected Human Resource (HR) Practices on Nigerian Polytechnics Lecturers' Performances	The study revealed that all HR practices investigated were observed in the institution and impacted lecturers' performance.
[103]	(Mohammad et al., 2014)	To examine the effect of HRM practices towards employee performance in Malaysian Skills Institute (MSI).	The results indicated that recruitment and selection and compensation significantly correlated with employee performance in MSI.
[104]	(Tabiu, & Nura, 2013)	To examines the effects of HRM practices on employees' job performance in Usmanu Danfodiyo University, Sokoto.	The findings showed that not all HRM practices significantly correlate with job performance, though all are related.
[105]	(Gile, 2013)	To investigate the effect of HRM Practices on Employee Performance in Hospitals: A Systematic Review.	Findings on HR practices and employee performance were conceived and operationalized.
[106]	(Zulfqar Ahmad Bowra, 2012)	To examine the relationship and nature of relationship between the employee perceived performance and HR practices in the banking sector of Pakistan.	Results demonstrated that employee perceived performance and HR practices have a positive and significant relationship.
[107]	(Tanveer, Shaukat, et al., 2011)	To evaluate the impact and links between HRM practices and employees performance of the textile sector of Pakistan.	Research findings confirmed a significant relationship between HRM practices and employee performance.
[108]	(Shahzad et al., 2008)	To examines the relationship between three HR and perceived employee performance among university teachers in Pakistan. The	The study results indicated a positive relationship between HRM practices and perceived employee performance.

[109]	(Ruël et al., 2007)	To investigate the contribution of e-HRM to HRM effectiveness	The study showed that individual assessment of e HRM applications influences HRM technical and strategic effectiveness.
[110]	(Tessema & Soeters, 2006)	To examine how, when and to what extent HR practices affect performance at the employee level.	Results demonstrated that HR practices are positively correlated with HRM outcomes.
[111]	(Marwat et al., 2006)	To explore contribution of HRM practices on perceived employee performance.	Results highlighted that HRM practices positively impacted perceived employee performance.
[112]	(Yu et al., 2005)	To investigate influences on employee satisfaction with HRM systems and affective organizational commitment in a Sino-German joint venture and a state-owned enterprise in China	Employees in the joint venture were significantly more satisfied with HRM practices than those in state owned enterprises.
[113]	(K. Singh, 2004)	To find out the linkages between the HR practices and perceptions of firm performance in the Indian context,	Evidence showed that HRM practices significantly impact both dependent variables of perceived firm performance.
[114]	(Den Hartog et al., 2004)	To presents a model for Performance Management combining insights from strategic HRM and I/O psychology.	The study found a link between HRM, employee performance, and ultimately organizational performance.
[115]	(Tzafrir et al., 2004)	To examine the consequences of emerging HRM practices for employees' trust in their managers from a combination of the Theory of Social Exchange and a Resource-Base perspective	The results indicated that empowerment, organizational communication, and procedural justice significantly influence employees' trust in managers.
[116]	(Jacobs & Washington, 2003)	This review of literature examines the relationship between employee development and organizational performance.	Research supported the widely held belief that employee development programs positively contribute to organizational performance.

These behaviours are shaped by effective management practices that cultivate a workforce that is innovative, responsible, creative, and loyal. The consistent findings across the reviewed studies affirm that well-implemented HRM strategies contribute meaningfully to individual and institutional performance outcomes.

## V. CONCLUSION

This systematic review offers valuable insights into how human resource management practices enhance employee performance in public sector organisations. The evidence points to the importance of a comprehensive HRM framework that incorporates recruitment and selection, performance management, training and development, compensation and rewards, and employee engagement. When applied together, these practices contribute to building a skilled and motivated workforce, which is essential for meeting organisational objectives and improving the quality of service delivery.

### ➤ Future Study Recommendation

Further studies should investigate the influence of organisational culture and leadership styles on HRM practices and employee performance. Understanding how values, norms, and leadership approaches shape recruitment, performance management, training, compensation, and engagement can provide deeper knowledge of how supportive environments are created. Such research would help organisations identify cultural and leadership factors that strengthen HRM outcomes, particularly in diverse and

evolving public sector settings, thereby promoting long term employee commitment and institutional effectiveness.

### ➤ Policy Recommendations

Policymakers should promote the adoption of strategic HRM practices that align with organisational objectives and employee needs. Emphasis should be placed on developing policies that support continuous training, fair performance evaluation, equitable compensation, and active employee engagement. These measures will help build a resilient and high-performing public sector workforce.

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• *Disclosure of Interest*

I affirm that there are no conflicts of interest associated with this research.

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