



Investigating the Role of Strategic Human Resource Management, Leadership Styles, and Organizational Culture in Enhancing Organizational Performance

¹Jawad Ahmad, ²Mohsin Raza Zafar & ³Mian Muhammad Ajmal Khan

1st Visiting Lecturer, Department of Commerce, University of Sahiwal

jawadahmad@uosahiwal.edu.pk

2nd Deputy Manager National Transmission and Dispatch Company Multan

mohsinrazazaffar@gmail.com

3rd MS Scholar Universitas Islam International Indonesia

muhamadajmalkhan956@gmail.com

KEYWORDS	ABSTRACT
Strategic Human Resource Management, Leadership Styles, Organizational Culture	<p>This study aims to explore the critical role of Strategic Human Resource Management (SHRM), Leadership Styles, and Organizational Culture in enhancing organizational performance. In today's dynamic business environment, organizations must continually adapt and innovate to maintain a competitive edge. SHRM practices, which align human resource policies with organizational goals, have been recognized as a significant driver of organizational success. However, the effectiveness of SHRM is often influenced by other organizational factors, notably leadership styles and organizational culture. Leadership styles, whether transformational, transactional, or laissez-faire, play a pivotal role in shaping employee behavior, motivation, and performance. A strong, positive culture can enhance job satisfaction, commitment, and overall performance. The findings are expected to provide valuable insights into how these variables interact and contribute to organizational performance. By understanding the synergistic effects of SHRM, leadership styles, and organizational culture, organizations can develop more holistic strategies to enhance performance and achieve sustainable growth. This study underscores the importance of an integrated approach to human resource management and organizational development.</p>
ARTICLE HISTORY	
Date of Submission: 10-03-2024	
Date of Acceptance: 15-04-2024	
Date of Publication: 31-06-2024	
Funding	
This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.	
Correspondence	Muhammad Shan
Email:	muhamadajmalkhan956@gmail.com
Volume-Issue-Page Number	2(2) 16-31
Citation	Ahmad, J., Zafar, M. R., & Khan, M. M. A. (2024). Investigating the Role of Strategic Human Resource Management, Leadership Styles, and Organizational Culture in Enhancing Organizational Performance. <i>Journal of Humanities, Health and Social Sciences</i> , 2(2), 16-31

1.0 Introduction

Strategic Human Resource Management (SHRM), leadership styles, and organizational culture have raised scholars and practitioners' interest in their impact in improving the performance of organizations (Putra & Adawiah, 2023). SHRM is the process of ensuring that the practices of human resource department are in harmony with the goals and plans of the firm to create a capable and willing workforce. Talent acquisition, employee development and performance management form a part of SHRM that has made a massive difference in determining managers' success. Human management strategies, including transformational and transactional leadership, determine how employee's view their duties and thus can influence performance and commitment (Singh et al., 2024). Also, organizational culture as a system of beliefs, values, principles, and norms directly influences the effectiveness of the strategic plan. The paper highlights that having a positive and strong organizational culture can help in increase the satisfaction, loyalty and productivity of the employees and thus ensure organizational success (Iqbal et al., 2023).

In global context, relationship between SHRM, leadership behavior and organization culture become important in various cultures and economy. These institutions not only follow the best international HR practices, but also develop leaders capable of steering the organization's affairs in increasingly complex and culturally diverse fields (Mohammed & AL-Abrrow, 2023). For instance, in an organization such as MNCs where it's applicable, the organization's HR has to ensure that it adopts and aligns its strategies and leadership style with the different countries of operation cultural practices and laws despite the fact that it has a universal organizational culture. Research has found that organizations that engage in adaptive SHRM practices and cultural contingencies of leaders' share improved innovation and performance in the global environment. The studies also shed light on how each of these elements in the framework contributes to the improvement of organizational performance, specifically in different industries and geographical locations, with implications to both domestic and foreign organizations who are eager to achieve sustainable success(Rogers, 2023).

Thus, SHRM means the effective and efficient management of a competent workforce that is essential for organizational objectives' accomplishment. It entails formulating and putting in place HR strategies and activities that perfectly reflect the vision of the firm (Al Balushi et al., 2023). Therefore, SHRM is concerned with long term strategic human resource management with an aim of creating a competent, motivated and capable workforce to support the organization's competitive edge. It may include activities like recruiting, training and developing employees, conducting performance appraisals and encouraging staff to remain with the organization, in the context of the business's goals and objectives (Tawfig & Kamarudin, 2022).

Leadership behavior means the ways in which leaders chose to encourage people, direct or steer them, and in which the leaders can be described as being effective. The principal categories are transformational leadership based on idealistic visions and the leader's appeal; transactional leadership focused on tasks and organizational rewards and benign neglect under which subordinates have limited management control (Milhem et al., 2024). While organizational culture can be defined as the established values, beliefs, or attitudes of an organization and its members as a whole. Moreover, it delineates as to how the working environment should look and act, or how its members should do their job. Positive organizational culture is now recognized as a strength that creates belonging, increases the satisfaction at the workplace, and offers better performance. Thus, SHRM, leadership styles, and organizational culture are linked and are performance and innovation precursors in an organization (Siraj et al., 2022).

While there are numerous studies on the direct effects of SHRM, different leadership styles and organizational culture of an organization on the organizational performance, their interactive relations have not been well researched yet. Although it can be seen that literature has covered all these aspects individually, there is less evidence as to how these aspects work in combination to help improve the performance of organizations and encourage innovation (Al Doghan et al., 2022). Many works are designed to investigate SHRM practices on their own or leadership styles and organizational culture on their own while the combined effects remain largely unexplored. Furthermore, the studies do not include a wide-ranging clinical approach in different organizations and businesses sectors and thus limited conclusions can be drawn (Sakulkijkarn & Khanthong, 2022). Besides, the continuously changing environment of the global business expands other challenges that are not well captured in the current studies. Globalization has changed the face of organizations in this regard and a new perspective of how SHRM strategies, different leadership behavior and dynamic organizational cultures work in the global context is needed (Shahidi et al., 2024).

The foundational research question considered in this research is to find out how each of the SHRM, leadership styles, and organizational culture affect the organizational performance. Hence, although there is a theoretical and methodological research on each of these facets, little is understood of how, when or why they operate collectively and interdependently in organizational environments. This research aims at filling this gap by examining the combined moderating role of SHRM practices, leadership styles and cultures on the relationships of human resource management practices organizational performance - innovation. Through understanding these processes the research aspires to contribute towards better understanding of combined business solutions which can be adopted by organizations in the management of its human capital to attain optimal results in the current complex and competitive business world.

This paper is important as it seeks to fill the existing gap on the moderation of SHRM, leadership styles, and organizational culture as antecedents in improving performance. In this way, elements under investigation in the research will be examined in terms of interconnections that should give rise to fuller understanding that may help enhance HR strategies and leadership practices on the basis of a better understanding of diverse relations between these elements. The research results are likely to provide practical recommendations for managers to create an innovative environment, enhance employees' motivation and increase organizational performance. Furthermore, the findings of this study will be useful for policymakers, business executives as well as HRM professionals all over the world to enhance the policy and strategy formulation process aimed at reconfiguring HRM practices in organizations. Finally, the importance is to add value and develop the body of knowledge in the management field with the presented framework to embrace the existing and best practices of the integrated and holistic HR and leadership practices with references to organizational success and sustainable operations in a changing context of modern business environment.

1.1 Aims and Objectives

- Investigating the impact of Strategic Human Resource Management (SHRM) practices on organizational performance.
- Analyzing the influence of leadership styles on organizational performance.
- Examining the role of organizational culture in enhancing organizational performance.

2.0 Literature Review

2.1 Historical Context

Beginning from the past decades, there emerged different developments in the SHRM, leadership types, and organizational culture in management literature. First, research was mostly confined to the selection and development activities like training of new and existing employees where the main goal was to improve employee productivity with the given set of organizational constraints (Alhosani & Ahmad, 2024). The new understanding of the role of human capital in businesses led to the concept of SHRM, which is based on the coordination of the company's HR strategies with the accomplished business objectives. At the same time the researches in field of leadership behavior became less limited to action-oriented transactional leadership theories, innovation and leadership values became the focus of such theories as transformational and situational leadership. Furthermore, the crucial discussion concerning the organizational culture shifted from the mere frameworks, to understanding the dynamics of its impact on the employee's actions and response, as well as on the organizational norms and performances. These have marked a historical evolution that points to a new direction in the way SHRM is managed, different leadership types, organizational culture that creates sustainable organization in a dynamic global economy (Georgescu et al., 2024).

2.2 Strategic Human Resource Management (SHRM) and Organizational Performance

In the literature, it has been widely established that Strategic Human Resource Management (SHRM) practices are always considered as the important determinants of organizational performance for different industries and organizational settings. SHRM entails the integration of the strategic HR activities with the objectives of an organization in a way that the human capital facilitates the actualization of the laid down goals. SHRM involves activities like, sourcing, employee selection, employee training, performance management, compensation policies among others meant to build up the skill, attitude and behavior of employees in organization (Marlapa et al., 2024). Human resource management is thus an attempt to effectively manage people in organizations in a way that will enhance their abilities in order to achieve the strategic goals of the organization and hence, increase productivity as well as innovation hence competitiveness in the market place. SHRM practices also ensure that the organization's culture of valuing employees, teamwork, and continuous improvement is upheld. This alignment of the HR strategies with organizational strategies improves organizational operations and performance beyond operation, and facilitates organizations to align with evolving market condition and useful technological changes to maintain long run continuance of organizations (AL BALUSHI et al.).

2.2.1 Theory of Resource-Based View (RBV)

Among the existing theories that can justify SHRM practices effect on organizational performance, one can identify the theory of Resource-Based View (RBV) of the firm. RBV holds that the stocks of a firm consist of resources and capabilities such as human resources and that they decide the level of competitive advantage and superior performance (Chatterjee et al., 2023). The commitment includes practices that are involved in training, development, and retaining its employees as key resources hence developing human capital that is valuable within the company. This human capital when managed, directed and deployed in ways that are consistent with the organization strategic plans turns out to be a source of competitive advantage. According to this theory, it can be posited that through the better management of human resources, organizations can be able to gain the much-needed competitive advantage by harnessing internal resources for the creation of valid and efficient values in their industries. Thus, SHRM practices not only improve the level of human resources and collective employee resources, but also help organizations leverage these resources to address the question of how superior sustained organizational performance can be obtained in the future (Lubis, 2022).

2.3 Leadership Styles and Organizational performance

Leadership style is an indispensable aspect involved in organizational performance as evidenced by literature from various organizations and settings. Leadership is usually related to employee motivation, satisfaction, and increased performance. In the process of the transformational leadership, where such components as visionary goals and inspirational motivation are identified, the empowerment of the employees to perform more than expected is

promoted with an overall enhancement of organizational results (Helfat et al., 2023). On the other hand, transactional leadership, which just involves the agreement of what is expected from the workers and working hard to see that the agreed is achieved, helps to ensure that the organizational goals are achieved optimally. Besides, that case of the laissez-faire leadership style encourages employee freedom but, at the same time, is detrimental to the organizational performance because employees have no clear directions (El Nemar et al., 2022). The performance of the organization under consideration is qualified by leadership behaviours, and it means that its success is not only reflected in financial outcomes but also in employees' satisfaction, turnover, and creativity. The leadership style that embraces communication of strategic goals and objectives, work environment standards as well as adoption of responsive styles depending on the organizational requirements is likely to improve the overall organizational performance and sustain the organizations' success in the long-run. Therefore, the exploration of the nature of relationships between leadership behaviours and organizational performance is important when organizational leadership or managerial work is aspiring to enhance its strategies and attain competitive advantage within a complex business environment (El Nemar et al., 2022).

2.4 Organizational Culture and Organizational Performance

It is evident that organizational culture is a critical factor in explaining organizational performance because it defines how employees view the organization and how they go about their business. A good organizational culture provides the employees with organizational identification and loyalty and thus increase organizational commitment while boosting employee satisfaction, motivation, and performance (Salsabila et al., 2022). In essence, the more the similarity between employees the greater the chances of high levels of cooperation, organizational decision-making that is compatible with organizational goals, and appropriate behavioral displays that enhance performance indicators. On the other hand, the type of organizational culture that can be described as dysfunctional or negative, including distrust, ambiguity or conflict of values, negatively affects the employees' morale and organizational cooperation and, therefore, organizational productivity. Hence, it is important for the management and staff of a company to embrace and foster positive organizational culture because it is acknowledged that it is the cornerstone in the promotion and sustenance of organizational employee satisfaction, and increased organizational performance outcomes (Salsabila et al., 2022)(Moustafa and Review 2018).

3.0 Methodology

The objective of this quantitative research design was to investigate the influence of organizational culture, leadership styles, and SHRM on the improvement of OP. A positivist research philosophy with an emphasis on objective measures and observable phenomena was the primary concern of this study, which enabled the completion of statistical analyses. The target population for this study was all employees at the managerial level in any commercial

bank that operates within Pakistan-based governance. The purpose of this emphasis on managerial employees was to guarantee that the respondents possessed an adequate level of knowledge and experience regarding strategic HR practices, leadership styles, and organizational culture. These factors are of paramount importance at the management level, as they significantly impact organizational performance.

The survey questionnaire was implemented to gather data. A total of 250 questionnaires were distributed to a variety of managerial personnel employed in different branches of commercial banks in Lahore. The instrument's questions were constructed to elicit detailed information from respondents regarding SHRM, Leadership Styles, Organizational Culture, and Organizational Performance. Lahore was selected as the survey's location due to its status as the financial hub of Pakistan and the presence of numerous commercial banks. Consequently, it offers a robust pool of prospective target respondents with managerial work experience. The survey instrument was well-crafted to ensure that it was clear and relevant, and systematic methods were employed to collect data in order to induce a high response rate.

Once the responses were collected, they were subsequently entered into statistical software to guarantee that the data was analyzed accurately and reliably. The data's fundamental characteristics were summarized using descriptive statistics, while inferential statistics, such as path analysis, were employed to test hypotheses and establish relationships between constructs. The research procedure also extensively addressed ethical considerations. The participants were provided with a comprehensive explanation of the study's purpose prior to their participation, and informed consent was obtained.

Findings and Results

4.1 Reliability Analysis

Table 1 Reliability Analysis

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Leadership Styles	0.7855	0.848	0.8527	0.5496
Organizational Culture	0.7227	0.718	0.7543	0.5066
Organizational Performance	0.7378	0.761	0.8257	0.5019
Strategic Human Resource Management	0.769	0.775	0.8407	0.5142

The reliability analysis of the provided constructs suggests that all constructs demonstrate satisfactory internal consistency reliability. All Cronbach's Alpha values (0.7855, 0.7227, 0.7378, and 0.769) exceed the widely recognized threshold of 0.7; consequently, they exceed the standard application level, suggesting satisfactory reliability. In the same vein, the acceptance threshold is exceeded by other alternative reliability measures, as evidenced by the rho_A values. This claim is also corroborated by the composite reliability values, which indicate that all constructs have a score of at least 0.75. Additionally, the AVE values are in close proximity to, if not exceeding, the criterion threshold value of 0.5, indicating that the constructs encompass a greater amount of variance than the measurement error. Consequently, adequate convergent validity is demonstrated.

4.2 Validity Analysis (HTMT)

Table 2 Validity Analysis

	Leadersh Styles	Organizatio Culture	Organizatio Performance	Strategic Human Resource Management
Leadership Styles	0	0	0	0
Organizational Culture	0.6319	0	0	0
Organizational Performance	0.5219	0.558	0	0
Strategic Human Resource Management	0.4243	0.4118	0.4901	0

The constructs exhibit moderate to high positive relationships, as evidenced by the correlation analysis. The correlation between Leadership Styles and Organizational Culture was the strongest, with a value of 0.6319. Additionally, it exhibits a moderate correlation with Strategic Human Resource Management, with a value of 0.4243, and with Organizational Performance, with a value of 0.5219. Additionally, both Organizational Performance and Organizational Culture exhibited a moderate positive correlation. Additionally, Strategic Human Resource Management and Organizational Performance have a moderate correlation coefficient of 0.4901. These correlations indicate that organizations that exhibit exceptional organizational performance and strategic human resource practices exhibit effective leadership and a robust organizational culture.

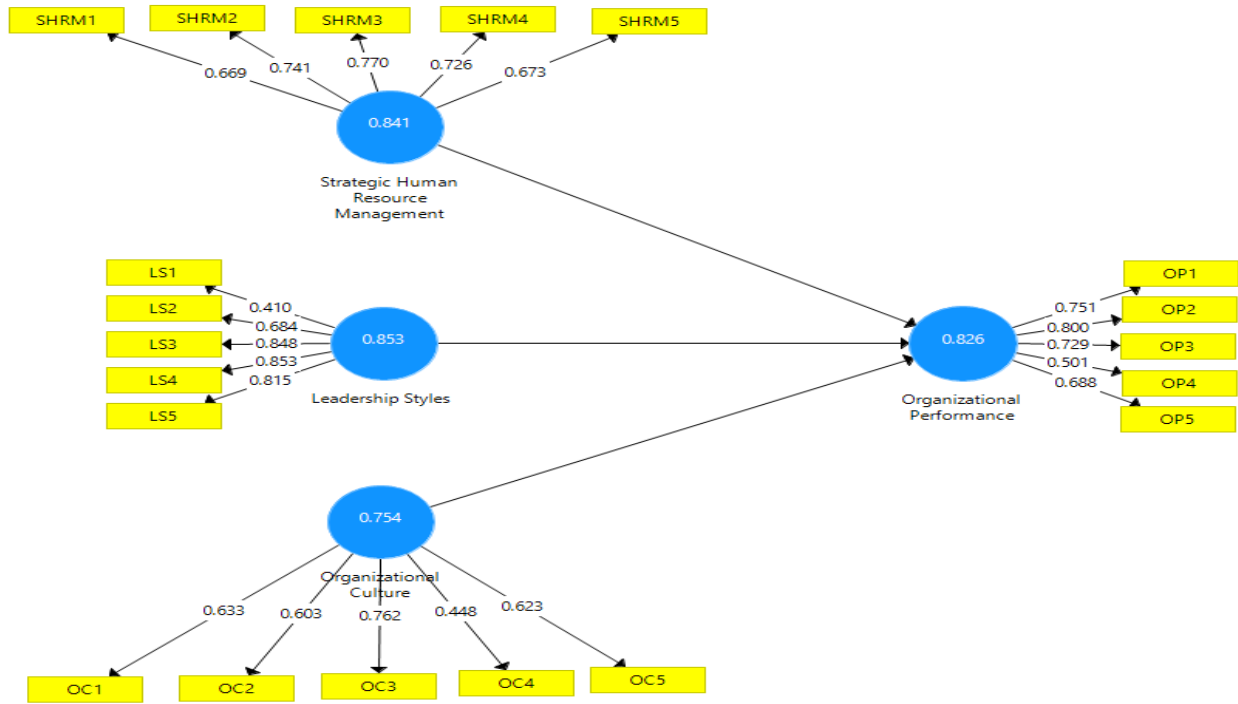


Figure 1: Measurement Model

4.3 Path Analysis

Table 3 Path Analysis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership Styles -> Organizational Performance	0.219	0.2197	0.0451	4.8713	0.000
Organizational Culture -> Organizational Performance	0.223	0.2243	0.0466	4.7887	0.000
Strategic Human Resource Management -> Organizational Performance	0.237	0.2464	0.0489	4.8564	0.000

Organizational Performance is positively and significantly influenced by Leadership Styles, Organizational Culture, and Strategic Human Resource Management, as demonstrated by path analysis. The corresponding values are 0.2196, 0.2231, and 0.2373, respectively. The T-statistics are (4.8713, 4.7887, and 4.8564) and the P-values are 0. Consequently, it is probable that

the performance of the organization will be improved by an improvement in these metrics of leadership, culture, and strategic HR practices.

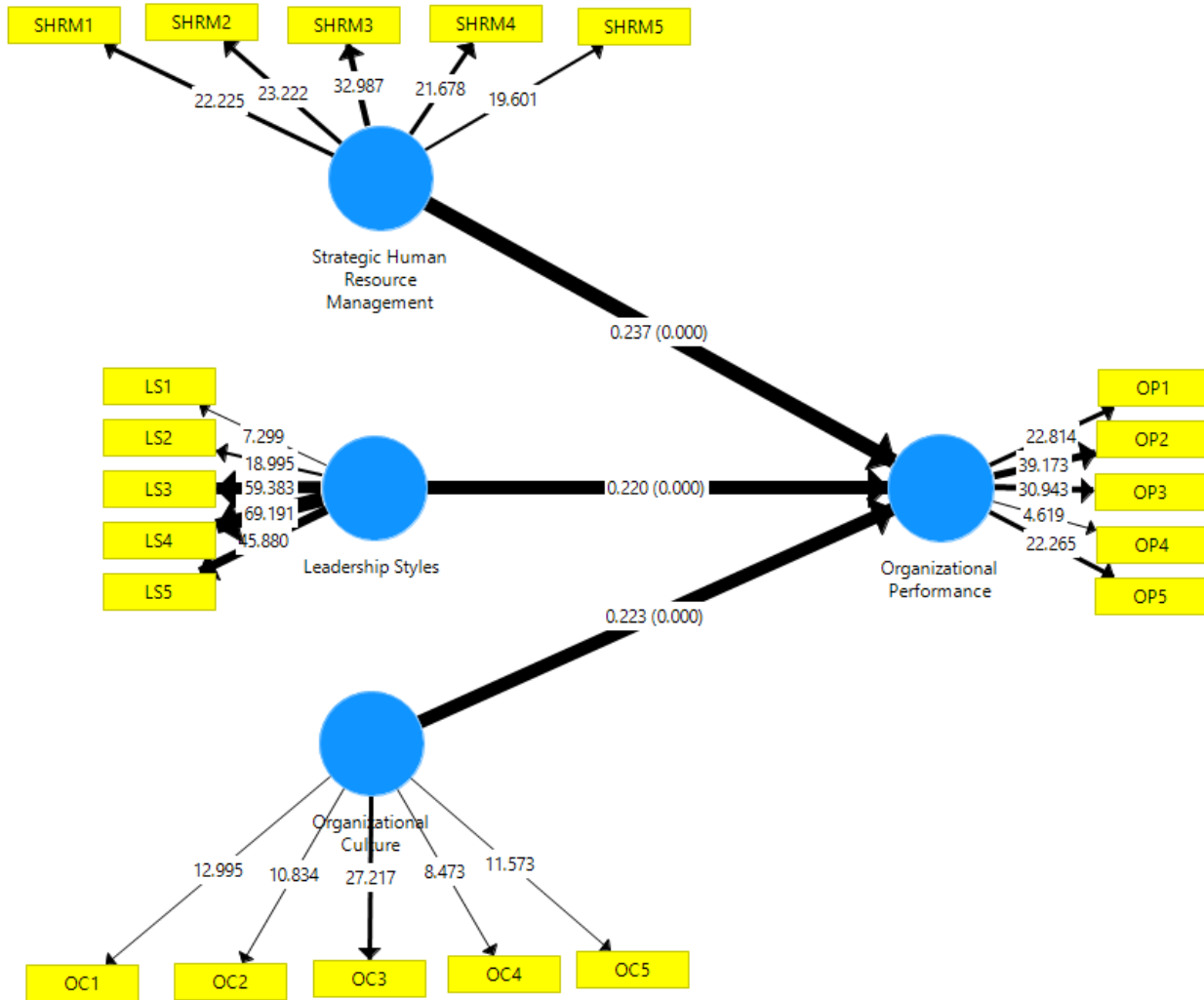


Fig 2: Structural Equational Model

4.0 Discussion and Conclusion

This research paper’s discourse focuses on the relationship of SHRM, leadership styles, and culture in improving organisational performance. The research objective of the study lies in reviewing the prior literature, reporting the results, and discussing their applications to practices and theory within organizations. The role of SHRM is strategic in determining organisational achievement since it involves the management of people resources in relation to the organisational strategic objectives (Shahidi et al., 2024). The literature continues to depict that those functions of SHRM practices comprising recruitment, training, and performance management have the ability to improve employee motivation, skills, and job satisfaction.

These factors in return have a positive impact on productivity and efficiency of the organization. For example, Huselid (1995) and Pfeffer (1998) have indicated that organizations which implement high performance work system, one of the fundamental strategic human resource management systems, receive 'best' performance and competitive advantage. The three mentioned issues highlight the necessity of execution of HR framework in a strategic manner in relation to the organizational objectives for the enhancement of consistent performance (Georgescu et al., 2024).

Also, leadership styles have an expanded effect on organisational performance since they determine employee actions, perceptions, and final job results. The form of leadership that entails inspirational motivation, intellectual stimulation as well as individualized consideration has an impact on increased levels of engagement and commitment of employees in an organization (Bass, 1985; Avolio et al., 2004). On the other hand, transactional leadership which involves contingent rewards and management-by-exception may be appropriate in given circumstances but may not necessarily foster the generation of new ideas and hence business sustainability. The literature also recognizes the role of agility which can deal with shifts in business environments and cultural differences. Organization leaders successfully influence performance by setting directions and, at the same time, build trust, communication, and learning within the organization, which results in increased efficiency (Marlapa et al., 2024).

In addition, organisational culture is exemplary significant to embrace communication behavior, employee attitudes and the organisational consequences. Organizational culture refers to the standards of behavior that make up the organizational ethos; positive organisational culture leads to high organisational commitment and identification among employees (Schein 1990). A study by Denison (1990) and another one by Cameron & Quinn (1999) established that organizations, which have a strong cultural profile that is in tandem with the strategic management plan, provide higher satisfaction and turnover rates to employees as well as better customer satisfaction. On the other hand, those that are characterized by conflict, employee resistance, or organizational culture that does not support company's objectives can demoralize the workforce and affect their productivity (Hussain et al., 2023). Hence there is need to promote and develop a culture, which is supportive and flexible in today's ever-evolving business environment that supports innovation, teamwork, and ethical business practices so as to ensure organizational success in the long-run (Al Humairah et al., 2023).

This paper has established that the combination of SHRM practices, leadership styles, and organizational culture offers a rather convoluted but complementary framework for influencing the organisational performance. The findings of this study exemplify the need to ensure that such factors are integrated effectively to populate organisational elements to yield the best results (Kongkaew & Nuangjamnong, 2023). For example, organisations that analysed adoption of SHRM practices with transformational leadership and organisational culture is

expected to facilitate innovation and achievement of high performance. Aside from positively influencing the drive and level of satisfaction of the employees, the approach also increases the measurability and flexibility of the organization to the fluctuations in the markets (Soultanian & Noor, 2023).

Furthermore, the subjects and circumstances in the global business environments are constantly changing; it becomes crucial to understand how those drivers work a different countries and industries. For example, SHRM practices, leadership, and organizational culture of MNEs need to resonate with the host-country or region's culture but still operate within whichever clear and established grand strategic scheme. Hofstede (1980) and Trompenaars and Hampden-Turner (1997)'s works reveal how cultural factors cut across leadership actions and programmed business practices, stressing upon the importance of considering cultural differences and the deployment of contextualized leadership approaches to operations in the international business environment (Orieno et al., 2024).

Research paper presents the challenging interactions between SHRM, leadership styles, culture and organisational performance. Thus, this research synthesizes findings from other literature and empirical works that can enhance the understanding of how all these factors continuously lead to organizational success (Mohammed, 2024). Possible future research avenues could focus on contemporary trends including digitalization, teleworking arrangements, and CSR on SHRM practices, leaders' performance, and organisational climate. In conclusion, it can be stated that the approach that involves integrated management of HR and leadership practices can indeed create a more resilient, innovative, and highly performing organisational form in today's turbulent business environment (Chourasia et al., 2023).

5.1 Conclusion

In conclusion, this paper has explained the different functions of SHRM, styles of leadership, and organizational culture in increasing organizational performance. Established from the reviewed literature and empirical analysis, it is clear that proper implementation of SHRM practices in congruent with organizational strategic goals enhances the motivation levels, skill acquisition, job satisfaction levels of the employees. Leadership has been identified to be an essential issue in organisational management through the use of the transformational leadership methods which enhance a positive working environment. Likewise, in the case where the organisational culture is positioned as consistent with the achieved strategic goals and organisational values, organisational culture strengthens the organisational effectiveness as a result of focused and supportive organisational culture.

However, like any study, this study has its own limitations that may have affected the research findings to some extent. In the first place, the transferability of the results in the study might be constrained by context variations between the industry of study and other industries as well as geographical location. The present studies should be extended in the future to employ

cross-organizational comparisons in order to confirm the generalizability of the observed patterns. Secondly, the study adopted SHRM concurrently with leadership styles and organizational culture but other factors like the organizational structure and technology, and environmental influences were limited in this research. Future studies could extend the analysis of these variables to examine how they may relate to the implementation of SHRM practices and leadership styles.

It is for this reason that organizations should endeavor to align their SHRM practices and organizational strategies in order to attain sustainable competitive advantage. Leadership skills development initiatives that include effective transformational leadership competencies may help create the context of innovation and flexibility. Finally, it is also important that each organization should periodically review the organizational culture in order to promote the culture of ethical decision making in addition to diversity and inclusiveness. Some other encouraging developments which could complement the 'best practices' are considered, namely, the regular mechanisms of employee feedback and openness within the organizational climate.

In conclusion, this study advances the literature in strategic management and human resource management by establishing the uniqueness and simultaneous positive relationships between SHRM, Leadership style and organizational culture on organizational performance. Consequently, if all these factors are tackled in a systemic way, organizations would be able to improve their coping capacities, identify and seize on opportunities, and create long-term organizational resilience in the global environment. The less it is explored to help future work find out the trends and factors in relation to organizational performance in order to support practical intervention and further theorization in the strategic management and HRM fields.

Contributions

Jawad Ahmad: Problem Identification, Literature search

Mohsin Raza Zafar: Drafting and data analysis, proofreading and editing

Mian Muhammad Ajmal Khan: Methodology, Data Collection

Conflict of Interests/Disclosures

The authors declared no potential conflicts of interest w.r.t this article's research, authorship, and/or publication.

Reference

AL BALUSHI, I. A. A., MUSLIM, N. A., & KHUDARI, M. The Effect of Organizational Culture on Sport Organization's Performance in Oman: The Mediating Role of Leadership Style.

Al Balushi, I. A. A., Muslim, N. A., & Khudari, M. (2023). The Effect of human resources practices on sport organization's performance in Oman: The mediating role of leadership style. *International Journal of Professional Business Review: Int.*

J. Prof. Bus. Rev., 8(7), 70.

Al Doghan, M. A., Abdelwahed, N. A. A., Soomro, B. A., & Ali Alayis, M. M. H. (2022). Organizational environmental culture, environmental sustainability and performance: the mediating role of green HRM and green innovation. *Sustainability*, 14(12), 7510.

Al Humairah, K., Irawan, A., Ibrahim, M. B. H., Yendra, Y., & Rasyid, A. (2023). Crafting Effective HRM Strategies for Enhancing Organizational Performance and Employee Engagement. *Advances in Human Resource Management Research*, 1(3), 126-136.

Alhosani, F. H., & Ahmad, S. Z. (2024). Role of human resource practices, leadership and intellectual capital in enhancing organisational performance: the mediating effect of organisational agility. *Journal of Intellectual Capital*.

Chatterjee, S., Chaudhuri, R., Vrontis, D., & Thrassou, A. (2023). Revisiting the resource-based view (RBV) theory: from cross-functional capabilities perspective in post COVID-19 period. *Journal of Strategic Marketing*, 1-16.

Chourasia, A., Bahuguna, P., & Raju, T. B. (2023). Strategic Human Resource Management, a Road to Organizational Performance: Evidence from Public Sector Organizations in the Oil and Gas Sector. *International journal of organizational leadership*, 12.

El Nemar, S., El-Chaarani, H., Dandachi, I., & Castellano, S. (2022). Resource-based view and sustainable advantage: a framework for SMEs. *Journal of Strategic Marketing*, 1-24.

Georgescu, I., Bocean, C. G., Vărzaru, A. A., Rotea, C. C., Mangra, M. G., & Mangra, G. I. (2024). Enhancing Organizational Resilience: The Transformative Influence of Strategic Human Resource Management Practices and Organizational Culture. *Sustainability*, 16(10), 4315.

Helfat, C. E., Kaul, A., Ketchen Jr, D. J., Barney, J. B., Chatain, O., & Singh, H. (2023). Renewing the resource-based view: New contexts, new concepts, and new methods. *Strategic Management Journal*, 44(6), 1357-1390.

Hussain, R., Khoso, I. U., Khaskhelly, F. Z., & Channa, N. (2023). Effect of hr practices on employee performance with intermediating role of organizational culture: A study of commercial banks in Sindh. *Journal of Entrepreneurship, Management, and Innovation*, 5(2), 262-279.

Iqbal, S., Taib, C. A. B., & Razalli, M. R. (2023). The nexus between leadership styles and organizational performance: the mediating role of quality culture. *Quality Assurance in Education*, 31(4), 600-615.

Kongkaew, W. W., & Nuangjamnong, C. (2023). A study of the effect of

leadership style towards organizational culture on job satisfaction and employee performance in Bangkok. *AU eJournal of Interdisciplinary Research* (ISSN: 2408-1906), 8(2), 21-34.

Lubis, N. W. (2022). Resource based view (RBV) in improving company strategic capacity. *Research Horizon*, 2(6), 587-596.

Marlapa, E., Yuliantini, T., Junaedi, J., Kusuma, M., Shahniah, C., & Endri, E. (2024). Determinants of sustainable performance: The mediating role of organizational culture. *Uncertain Supply Chain Management*, 12(2), 1031-1040.

Milhem, M., Ateeq, A., Alaghbari, M. A., Alzoraiki, M., & Beshr, B. A. H. (2024). Strategic Leadership: Driving Human Resource Performance in the Modern Workplace. 2024 ASU International Conference in Emerging Technologies for Sustainability and Intelligent Systems (ICETSIS),

Mohammed, A. A., & AL-Abrrow, H. (2023). The impact of empowering and transformational leadership on organizational performance and innovation: the mediating role of shared leadership and moderating role of organizational culture in the Iraqi healthcare sector. *International Journal of Organizational Analysis*, 31(7), 3532-3552.

Mohammed, H. O. (2024). The Mediating Role of Organizational Culture in the Relationship Between Leadership Styles and Employee Engagement: An Analytical Study of Kurdistan Manufacturing Companies. *QALAAI ZANIST JOURNAL*, 9(2), 1314-1341.

Orieno, O. H., Udeh, C. A., Oriekhoe, O. I., Odonkor, B., & Ndubuisi, N. L. (2024). Innovative management strategies in contemporary organizations: a review: analyzing the evolution and impact of modern management practices, with an emphasis on leadership, organizational culture, and change management. *International Journal of Management & Entrepreneurship Research*, 6(1), 167-190.

Putra, A. H. P. K. P., & Adawiah, A. (2023). Improving Financial Efficiency through Integrated Human Resource Management and the Mediating Role of Leadership and Organizational Culture in Organizational Performance. *Atestasi: Jurnal Ilmiah Akuntansi*, 6(2), 546-569.

Rogers, J. E. (2023). The Effectiveness of Strategic Human Resource Management and Organizational Culture with Top Management Team on Organizational Performance [Trident University International].

Sakulkijkarn, W., & Khanthong, J. (2022). Transformational leadership model: the mediating role of organizational culture and high performance work system on SME performance in Thailand. *Res Militaris*, 12(2), 7989-8004.

Jawad Ahmad, Mohsin Raza Zafar & Mian Muhammad Ajmal Khan

Salsabila, S., Radhiana, R., Juwita, J., & Mauliza, P. (2022). Challenges of the resource-based view approach in improving business organizational performance. *Proceedings of International Conference on Multidisciplinary Research*,

Shahidi, H., Ali, K. A. M., & Idris, F. (2024). Perceived organizational culture and employee performance: moderating role of supervisor humor. *Evidence-based HRM: a Global Forum for Empirical Scholarship*,

Singh, N., Biswas, R., Acharya, B., Sharma, A., Sahoo, A. K., & Banu, S. B. (2024). The Role of Leadership Styles in Shaping Organizational Culture: A Human Resource Management Approach. *Journal of Informatics Education and Research*, 4(2).

Siraj, N., Hågen, I., Cahyadi, A., Tangl, A., & Desalegn, G. (2022). Linking leadership to employees performance: The mediating role of human resource management. *Economies*, 10(5), 111.

Soultanian, V., & Noor, N. A. A. B. M. (2023). The Influence of Leadership Style and Information systems on Managerial Decision Making in The Hospitality Industry of Jordan: The Role of Organizational Culture as a Mediator. *The Journal of Management Theory and Practice (JMTP)*, 9-19.

Tawfig, N. F., & Kamarudin, S. (2022). Influence of Organizational Culture, Sustainable Competitive Advantages, and Employees' Commitment on Strategic Human Resources Management in the Banking Sector of Saudi Arabia. *Business Management and Strategy*, 13(1), 13-33..