

Evolving Perspectives in Strategic Human Resource Management: Theoretical Analysis of Three Decades

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Abstract

This paper conducts an extensive meta-review of the past three decades of research in SHRM, tracing how these concepts have evolved, the development of the theoretical framework, and the emerging patterns of findings from this field. Upon synthesizing studies from 1990 to 2024, the analysis identifies major trends, paradigm shifts, and the new wave of perspective in SHRM. This paper explores how the alignment of human resource practices and organizational strategies has been conceptualized and operationalized over time and traces SHRM's role in driving organizational performance, innovation, and adaptability. This paper also develops future insights into the impact that global and technological change have on HR practices, which points to strategic agility, talent management, and employee engagement as growing areas of importance. The findings provide a panoramic view of SHRM development and identification of trends for future research, concluding that SHRM remains an evolving concept in a dynamic business environment.

KEYWORDS

Strategic Human resource management (SHRM), Three decades of research, Meta review. Big Data and HR Analytics

1 | INTRODUCTION

The most critical challenge for organizations is to employ and retain talented employees in today's dynamic world to enhance work performance and increase organizational efficiency. Human resources is one of the true strategic partners that attains multiple opportunities to improve organizational performance. Companies that want to gain long-term profit and sustain their competitive position must adopt a human resource management process. The ultimate advantage is adopting the policies to increase overall productivity and reduce operating costs. SHRM is the integration of multiple interrelation systems and elements such as internal and external environmental strategies. Management and HR experts elaborated on strategic HRM with various definitions. According to Gary Dessler, SHRM is to establish and execute those HR policies whose aim is to formulate such competencies that help the organization achieve its strategic goal (Dessler and Varkkey, 2018). Strategic HR management is used during long-term planning. The best use of this approach is when top management

makes decisions regarding HR practices and develops strategic plans for employee development, personal relations, recruitment, training, and career planning. Strategic HRM describes the pattern of accomplishing HR practices and endorses an organization to achieve its strategic goals (Wright, 2020). Barisic et al. (2019) sorted various definitions of strategic HRM based on multiple approaches: strategic-focused, content-focused, decision-focused, and implementation-focused. The concept of a strategically focused approach aligned the organization's general intentions toward common long-term goals. It is a prerequisite for HR managers to implement strategic approaches for employees' long-term benefits and development (Cooke et al., 2024).

There have been lots of conceptual and meta-reviews on strategic HRM from 1980 to 2024. Scholars from all over the world contributed their ideas and research, which were published in more than 200 high-impact factors journals. This quantity is increasing at an accelerating rate. It is critical to write a methodical

review to know what has already been done and what is going on in the future in the area of strategic HR. In the past few years, Strategic-HRM has gained a lot of attention and picked up steam in the domain of management. A Scopus database has more than 2000 publications, as shown in Fig. 1, since the 1980s when it was the time of its birth. In the Google Scholar database, there are 34,000 related research papers available, and their numbers are increasing day by day (Al-Shammari et al., 2024).

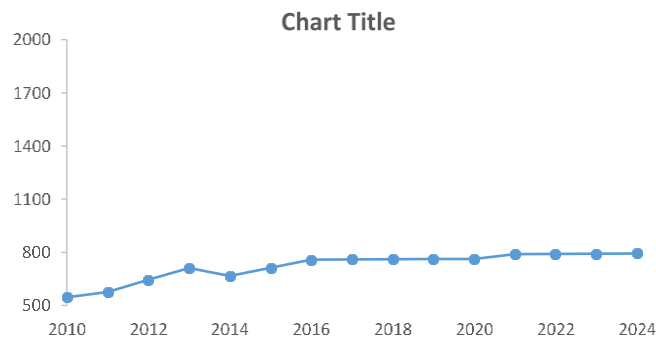


Fig. 1: Strategic-HRM term articulate (2010 to 2024)

This study determines to understand the spick and span in the field of strategic HRM. The given paper adopted a 'meta-review' method to encapsulate the results and findings of the previously stated empirical and conceptual theoretical background of strategic HRM. Meta-analysis is based on the combination of multiple scientific studies. It is an effective statistical analysis technique that helps us understand numerous scientific studies about strategic HRM. This approach also provides methodological and grounded theories. This strategic review also drives elsewhere a traditional analysis and review by exposing the hypothetical, methodological, and theoretical issues infusing this field (Boselie and van der Heijden, 2024). Furthermore, the meta-review concluded by examining the 148 studies about strategic HR. We focus on empirical studies to indicate emerging trends from the last few years. By the end, some crucial topics will be discussed for future studies of strategic HRM.

Prior Review of Strategic HRM

Strategic HRM faces lots of controversies regarding its aim and objective, which is why it is not an easy task to explain. It isn't easy to elaborate on the exact dimensions of SHRM and pursue it. Its evolution has not been so linear because it is based on the integration of different concepts and multiple subjects. SHRM is derived from two different themes: one is human resource management, and the other is strategic management (Armstrong and Brown, 2019). There are lots of discussions available on strategic HRM. It has

a momentous influence on organizational growth. the study exposed that wastage can be controlled with the effective use of human resources (Kuncoro et al., 2021). Conclusively, in the area of management, more than 95% of organizations observe the influence of strategic HRM on organizational performance. The main reason strategic HRM provides the key variables that help to create the distinguish competencies among organizations and support to win the competitive advantage (Cooke et al., 2021). As stated by (Andalib et al., 2019) The purpose of strategic HRM is to develop strategies and designs to manage personnel efficiently and achieve organizational goals.

Early Conceptualization of Strategic-HRM

Researchers have been recommended numerous ways to elaborate the conceptual and historical background of strategic HRM (Takeuchi et al., 2021). Importantly, strategic HRM has confirmed excellent advancement in building the association between the HRM system and organizational upshots, mediating these outcomes with work attitudes, organizational work behaviors, and human capital. Prior research significantly dependent on the resource-based analysis of an organization, human capital theory, and social exchange theory to explain the correlation between strategic management and human resource management practices (Jiang and Messersmith, 2018). To have an additional thoughtful view of human resource management and organizational performance, upcoming research assumed a social network viewpoint to discover how the behavioral exchange relations influence the development of human capital, the flow of information, and build effective relations within organizations (Soltis et al., 2018).

Second, strategic HRM is more useful for explaining the frontier circumstances of creating the connection between HRM and organizational performance. Numerous recent analyses have documented that SHRM researchers give comparatively less consideration to the arbitrators of the HRM and performance connection than to the arbitrating apparatuses (Jiang and Messersmith, 2018). The study observed that the maximum of the moderators of HRM focused on business strategy and firm characteristics and chased up the resource-based view of a firm (Chadwick and Li, 2018).

Third, research in SHRM has focused on the growing role of time in the theoretical development and empirical analysis of the effects of HRM systems. For many years, SHRM scholars recognized the absence of longitudinal studies in this field. Longitudinal frameworks were considered essential in the early stages to prove the causal relationships between HRM practices and performance. Recent studies, however, have begun to incorporate time into the

theoretical advancement of HRM research. Researchers of SHRM have highlighted that it is important to acknowledge that the employee interacts with the managers over time and further mentioned that the effects of specific HR practices on the individual employee may be time-dependent. Many studies about how the change in HRM systems caused changes in performance management systems over time, how the priorities of human resource management systems may alter over time, and the pattern of alteration that much affects the association between HRM systems and performance. To explain this phenomenon up to the minute, we look forward to the strategic HRM research participating in theoretical expansion and exploiting longitudinal data (e.g., field experiments and historical data) to discover the problems in SHRM and performance. Gambling HRM procedures and policies, along with business strategies, organizational structure, and culture, improved effective performance (Lestari et al., 2020). This can be matched with some evident business strategy, performance, organizational effectiveness, culture, structure, the expansion of distinctive competencies, knowledge management (KM) talent management (TM), and the management of change plays a vital role because it is mutually concerned with human capital conditions and the expansion of process competences, that is, the aptitude to carry out things effectively. According to (Kim, 2020) given the progressively important role of HR in an organization, it has become a business strategy. Strategic deals with the association between HRM(human resource management) and SM (strategic management) in an organization, so Strategic HRM is a tactic that narrates conclusions about the horizontal and vertical fit of HRM which includes (Soomro et al., 2020).

For qualitative data gathering, sources are multiple: articles in Adamic, Web of Sciences, the database of Scopus, a variety of book chapters consisting of the term strategic human resource management, and EBSCO business source premier are included. The following criteria are meta-analysis reviews and conceptual reviews of different kinds. First, to fulfil the primary purpose, we encompassed the research papers about HR system and their association with different variables and omitted those articles that address only a certain area of HRM (Pak et al., 2021). Second, we included review articles intending to synthesize and summarize the prior research and excluded hypothetical research based on assumptions and theoretical models. (Hauff et al., 2021). These two measures emerged in 68 research articles on strategic HRM, including 64 theoretical reviews and 6 meta-analyses. We implicit meta-analysis-based review papers for their primary discussion and generalize findings, as well as the research articles that were based on a conceptual

framework and their methodological and theoretical issues in the following section.

Structuring and Framework Design

The relationship between organizational effectiveness and human resource systems is considered rudimentary and also used to express the research questions in Strategic-HR (Collins, 2020). Scholars study thoroughly to elucidate when, how, and why the SHRM system is effectively related to organizational outcomes. In this section, the theoretical perspective is explained through more than 20 theories taken from prior conceptual studies. The following theories are taken from more than 25 articles in (Table 1). The most frequently used theories are the resource-based view, ability motivation opportunity (AMO), behavioral perspective, and social exchange theory.

Table 1: List of strategic HRM theories Recognized in prior reviews

Theories	Often perceived in prior review
Resource-based view	58
Human capital theory	30
Self-determination theory	7
Strategic agreement theory	5
Organizational learning theory	20
Attribution theory	35
Social exchange theory	30
Resource dependence	18
General system theory	10
Behavioral perspective	50
AMO framework	20
Institutional theory	18
Resource dependence cybernetic	16
Psychological contract theory	7
Organizational climate	7
Symbolic theory	6
Strategic reference point theory	4
Agency/Transaction costs	4
Employee organizational relationship	4
Equity theory	7
Population ecology	4

The origin of RBV is derived from the study of Barney in the year of 1991. He explained resource base review in his article "Firm Resource and Sustainable Competitive Advantage," which is frequently regarded as essential to explain and understand the implementation of RBV. Resource-based review contains lots of researcher's opinions and discussion. Barney and his associates spent 25 years of their life. RBV has two parts (VRINO) and (SFM), respectively, stand for (Value, rare, inimitable, non-substitutable) and strategic factor market. On behalf of all these aspects, many researchers and scholars have specialized the reason for meeting these criteria in the context of HR

and HRM systems; hence, these criteria become a probable foundation of maintainable competitive advantage. Furthermore, more based on the RBV theories and strategic HRM research are used to explain the positive association between HR systems and organizational performance. Still, RBV also faces criticism due to incomplete awareness of the theory and how it examines the HRs and HRM systems to meet the sustainable competitive advantage. (Shaw, 2021). (HASSAN et al., 2014) Simulated that the resource-based – view faced numerous difficulties and critiques in the research of strategic HR. So, we suggest this area of research to those scholars who are interested in critiques of RBV.

Connected to the resource-based view, another theory is human capital. In the last decade, strategic management exertion with the association of human capital has explored a new research domain named strategic human capital. So, the SHC (strategic human capital) has become a new research area that consolidates the different fields of study in which HRM, strategy management, economics, behavioral, and psychological standpoints are included. Well-known researcher and expert Professor David P. Lepak contemplated this: “SHC is a natural way to present the architectural frame of work that focuses on the collaboration among multi-talented employees (human capital) to increase organizational performance and make it more competitive. (Lepak et al., 2017), which accumulate numerous scholars with diverse background knowledge on human capital to bring out the latest and more inclusive cognizance into the field of SHC for further future guidelines comprising employee mobility (Raffiee and Byun, 2020) . To that extent, human capital is attentive most of the time to its resource emergence in terms of individual persons/employees' KSA (knowledge, skills, and ability) and strives to improve organization performance and business outcomes (Eckardt et al., 2021) . Futuristic thought integrates the human capital resource with strategic management and examines the influence of HR practices and effective human resource management systems to meet the competitive team or unit challenging (Khoshmaram et al., 2020). Currently, many reviews emphasize understanding the CLEP (cross-level emergent process) based on human capital is strategically significant for individual and unit-level employee performance (Moliterno and Nyberg, 2019) .

Both the theories RBV and HC explain the importance of HR and human resource management systems, and the behavioral perspective is about developing strategies for achieving organizational strategic goals. The behavioral perspective is all about the relationship between stimuli and respondents. Embedded in role theory, behavioral outlook contends that employees require desired behavior to fulfill organizational goals and internal and external needs of

the environment. In this way, the human resource management system can play an important role in managing and controlling the desired behavior (Lim and Weissmann, 2021)

The AMO framework (Ability, Motivation, and Opportunity) is adopted in the human resource management system to design the employee's job characteristics and maintain the organizational outcomes. This framework is best used to link HRM with organizational performance. An effective HRM system best serves those employees who can perform the best job activities, those who are motivated, and those who are better informed about the opportunities to fulfil the organizational mission and vision requirements. (Kalyani and Chong, 2020).

Social exchange theory is one of the most significant theories used to measure social relationships in the field of social sciences. The main purpose of this theory is to analyze the social interaction and structure among two or more two people for cost-benefit interaction analysis. Social structures are regarded as networks among individuals or groups. Most popular researchers are (Cook et al., 2020) . According to George Homans, people use social relationships to get business and personal benefits. These relations are based on give-and-take (Duan et al., 2021). This theory proposes that the individual response changes for their benefit, and the HRM system uses this phenomenon to increase organizational productivity. The benefits provided to the employees by the HRM system organization are considered an investment for the future because, in return, employees reciprocate a positive attitude towards the organization. Research has originated provision from this theory by viewing through the enhancement of employee social relations, an organization's human resource management system can improve organizational performance (Beijer et al., 2021). All these theories are used in strategic human resource management literature to support different questions. For instance, Institutional theory is used in the organization to understand the organization's context. The field of vision describes how the social world is crucially formed of institutions, particularly working rules, organizational structure, and environmental conditions that affect business activities. eventually, the institutional theory is developed into the social order (Voronov and Weber, 2020) Attribution theory has recently been adopted in the literature of strategic human resource management to observe and understand employees' different reactions to similar HRM organizational activities. (Son et al., 2017) stated that regarding the implementation of the HRM system, employee collective behavior and unit performance are strongly influenced.

Due to the resection of words, it is not possible to explain each theory listed in the above table; for study purposes, we recommend some supplementary

material (Jiang and Messersmith, 2018).

In order to judge the current state of all these theories, we conducted a thorough study of prior literature. First, we studied all articles related to SHRM. For this purpose, we used different journals, the most popular high-impact factor journals for future perspectives, less frequently used theories, and more in-depth study of SHRM.

Empirical Evidence of Strategic Human Resource Management

In spite, most of the contextual reviews of the study of strategic HRM have concluded the finding of empirical studies, that empirical discussion findings are based on multiple meta-analysis reviews of strategic HRM (Li et al., 2021, Bayo-Moriones and Bello-Pindado, 2021) that has been accomplished. All four meta-analysis reviews focused on the association between HRM and organizational outcomes, such as productivity and performance. An essential task for academic researchers has been to give a clear idea of how HR can manage the workforce efficiently to enhance creativity and maximize productivity in a more effective way. To face this challenge, strategic HRM research is devoted to a better understanding of how HR practices are implemented to improve organizational performance. SHRM theorists deliberate HPWP performance work practices to improve the HRM system along with organizational performance.

The strategic-HRM approach asserts that (HPWPs) enhance the employee's KSA skills, which include knowledge, skill, and ability, and empower the employees for better decision-making. The outcome is a greater motivation level, higher job satisfaction, higher productivity and lower turnover all of these qualities collectively work to improve the organizational overall performance (Widyanty et al., 2020). (Subramony, 2009) develop AMO prototype to divide the HRM functions into three HR bundles (empowerment, motivation and employee skill enhancement). he works on the comparison of different aspects of the HR system and HR bundle along with individual practices and concluded that the HR bundle have stronger Impact on Individual so the ultimate purpose of this analysis to improve specific characteristics of human capital. (Lee and Kim, 2020) engrossed in the diminishing effects of external factors on the relationship between organizational performance and HPWSSs. Their research highlights the positive relation towards key attributes and workforce diversity, which are the cause of better organizational performance. (Jiang and Messersmith, 2018) explained human capital as the key success factor for an organization with the collaboration strategy HRM, its efficiency increased. Proper adoption of SHRM policies and procedures leads the organization toward the effective achievement of its goals. There is

a different concept from all of the above; jiang and his colleagues focused on the association between financial performance and HR practices. They also developed the AMO conceptual model into three different domains and concluded that there is a strong relationship between the human resource management policy domain and human capital and a weaker association between employee motivation and the opportunity to enhance the human resource policy domain.

Methodologic Problems of Strategic-HRM

In addition to examining the empirical findings and theoretical frameworks of strategic human resource management (HRM), several review articles and studies have addressed methodological challenges in this field. Our analysis categorizes these methodological issues into five main areas (Table 2): the measurement of HRM systems, research design, levels of analysis, missing variables, and performance measurement. In this review, we will focus primarily on the challenges related to measuring HRM systems. For those scholars interested in exploring various methodologies in future research, we recommend referring to several earlier reviews, with the top recommendations being: (Thomson et al., 2003, and Peccei et al., 2013).

Table 2: Prior review of strategic HRM methodology

Metrological problems	Number of times highlight in prior reviews
Research Design	30
Level of analysis	25
Performance outcome measurement	30
HRM System measurement	45
Missing Variables	10

Despite that, scholars have grasped an agreement that HR systems have lots of practices, but there is very little evidence based on conceptualization and Automation. Many reviews have pointed out several challenges in the field. To start, HR managers need to understand that there isn't a one-size-fits-all approach to managing different types of employees. It's been suggested by numerous researchers that companies should adopt various HR practices tailored to the unique needs and contributions of their workforce. This way, they can better align their strategies with the diverse roles employees play in achieving the organization's objectives (Boxall et al., 2019). Secondly, once researchers have made a crucial decision, they need to identify the best practices that should be included in the HRM system to meet its requirements. Recent evaluations have shown that many HRM practices have been utilized in past studies, and the specific practices incorporated into HRM frameworks can vary significantly from one study to another (Posthuma et al., 2013). Rather than randomly deciding HRM practices

from a laundry listing, numerous research scholars have recommended implementing a theoretical framework to direct the choice of practices. For instance, Researchers develop different models to provide the framework to categorise multiple HR practices. AMO model is one of the most popular models of all. It categorizes HR practices into three bundles (Jiang and Messersmith, 2018). Additionally, a second framework is employee organizational relationships. Scholars used this multiple framework to divide HRM practices into three subdivided practices. The first and foremost are expectation enhancing practices, investments to update the HR practices and HR inducements (Park et al., 2019).

Third, What percentage of front-line employees received training beyond that mandated by government regulations in the last 12 months? Sample questions include 'To what extent do you agree that this organization selects the best all-around candidates when recruiting employees?' However (Ko and Ma, 2019, Gooderham et al., 2019) argued that it may be premature to conclude which approach provides more reliable and accurate information about HRM systems, as both approaches have their own merits. To determine which approach should be used to measure HRM systems, researchers have suggested carefully choosing the informants who have the best knowledge to answer the questions about HRM systems and collecting information from multiple informants when it is possible to improve the reliability and accuracy of the measurement of HRM systems. Fifth, previous reviews have also discussed how to combine the scores of HRM policies or practices to reflect HRM systems after collecting the information. According to the equifinality argument, HRM systems may be equivalent in motivating employees in an organization offering high pay and high benefits only and in one offering high pay and high job security. In this case, researchers often use descriptive methods to measure HRM systems and average the standardized scores from different HRM practices. Firstly, this system encourages future researchers to explore the internal relationships among different HRM practices and provides some theoretical arguments and empirical evidence for using a synergistic approach in strategic HRM research. Second, the additive approach implicitly assumes the equal contribution of each HRM practice and, thus, does not consider the weight of different practices within HRM systems. Newly, (Bapuji et al., 2020) proposed a concept of the saliency of HRM practices, which reflects individual preferences of different HRM practices, such that HRM practices may signal to employees their relative importance as being valued or not in their organization.

Key Trends of Strategic HRM

In the review of prior assessment articles of strategic HRM, we additionally searched for empirical research

analyzing to build the relationships among HRM systems and performance outcomes. for this reason, we intend to highlight how the arena of strategic HRM has evolved since its derivation and identify some emerging themes in the past ten years. When we searched for articles, we only included those examining at the unit level of analysis the HRM systems as related to the definition of strategic HRM scholarship. Although an ultimate sample of 148 empirical studies was taken from the primary database (e.g. web of Science & EBSCO).

As shown in Fig. 2, empirical articles are coded on three major factors: i) Analysis, ii) research design, and iii) research modelling. Primary, the level of unit analysis has illustrated whether a study looks into the relationships among HRM systems and results at a single level or across levels (e.g. firms and business units). In Fig. 2, unit-level analysis has led strategic HRM research during the past 20 years as for researchers have been enthusiastic to signifying the impact of HRM systems on organizational performance outcomes.

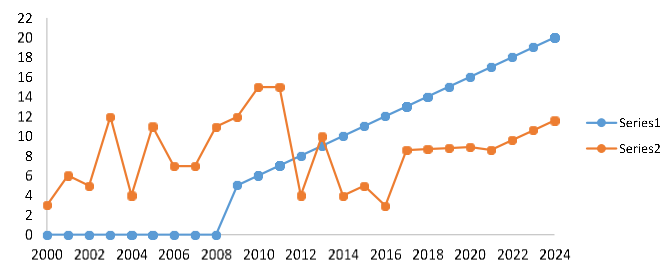


Fig. 2: Strategic-HRM Studies by Levels.

Indeed, this trend seems to mirror the scholarly need to investigate when and why HRM systems are related to performance outcomes in organizations. The moderators and mediators were reviewed in prior research. Third, we coded the cross-sectional time-lagged, or longitudinal nature of an empirical study. Cross-sectional design is defined as measuring HRM systems and performance outcomes at the same time, whereas time-lagged design means measuring performance outcomes at a point in time after measuring information of HRM Systems. In contrast to these two, longitudinal design means that HRM systems are measured repetitively and performance measures at several different time points, as shown in Fig. 3; the findings align with the majority of studies in strategic HRM that have relied on cross-sectional designs. However, there has been a gradual increase in the use of time-lagged designs, particularly over the past decade. Additionally, with the growing availability of longitudinal data sets, researchers have begun to explore the long-term effects of HRM systems and how changes in these systems influence performance outcomes. In comparison to cross-sectional and time-lagged approaches, longitudinal designs offer a more

robust method for concluding Future Directions for Researchers

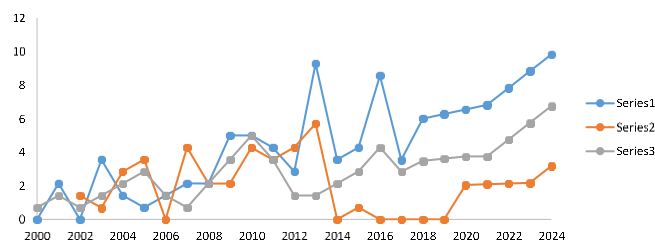


Fig. 3: Strategic- HRM studies by research models.

Time and Causality

While numerous studies have linked greater investments in human capital and HRM systems to firm performance outcomes, the field still lacks a body of longitudinal work that can more rigorously test causality (Lahti et al., 2022). The field still lacks sufficient longitudinal research that could account for causality. The majority of previous studies are cross-sectional and concentrate on short-run relationships, overlooking the long-term nature of how HR practices develop and affect performance (Paterson and Welbourne, 2020). Moreover, while there's significant evidence linking HR practices to strategic management, the lack of long-term, causal studies means we still don't fully understand how these relationships develop over time. More longitudinal research is needed to track how HR practices, particularly in the field of SHRM influence organizational outcomes across different stages of growth. (Hermansyah et al., 2022) .

Big Data & HR Analytics

Currently, HR analysts and professionals aim is to apprehend how information converted into actionable insights leading to improved organizational performance (Singh et al., 2019). In the past two decades, there have been advancements in research methods that have contributed significantly to the strategic HRM discipline. For example, multilevel analysis has enabled elevated multicenter research on and cross-level effects in strategic HRM systems on personal outcomes. According to (Liao et al., 2022), the field of Strategic HRM will develop further with more advanced analytical and systematic techniques. Furthermore, gradually, HR analytics and big data have emerged as important subjects of focus in both business and the academy, which certainly present fresh avenues and limitless potential to scrutinize some of the most pressing issues of strategic HRM deliberated above. The rapid proliferation of big data has created new opportunities for organizations to optimize operations across various functions, including human resource management

(HRM). As businesses gather vast quantities of data through employee interactions, performance metrics, recruitment platforms, and organizational processes, HR departments are increasingly using data analytics to drive strategic decision-making. HR analytics (or people analytics) refers to the application of advanced data analysis techniques to HR data to enhance decision-making processes, predict workforce trends, and improve organizational performance. However, while HRM has the potential to utilize big data and analytics to enhance organizational performance and demonstrate the ROI of HR measures, the research evidence to fulfil the expectation of big data and HR analytics is still very limited (Bechter et al., 2022). Similarly, practitioners often have to make decisions without the support of evidence or data in the decision-making process (McCartney and Fu, 2022). This represents a strong area for further research testing and development. As noted by (Wirges and Neyer, 2022), Academics can play an important role in advancing the knowledge of HR analytics, which can be useful to organizations, and In the actual implementation of the tools and techniques required to analyze large data sets. Building links between scholarship and practice at the nexus of big data analysis and decision-making will be critical to the development of both. In actual implementation of the tools and techniques required to analyze large data sets. Building links between scholarship and practice at the nexus of big data analysis and decision-making will be critical to the development of both. While scholars likely have the background needed to analyze and understand big data, practitioners play a critical role in ensuring that the right questions are asked to provide analytics that support an organization's strategic initiatives. are going to (Yorks et al., 2022). Regarding the need to understand the impact of 'big data' on the strategic field, It is important to quantify HRM HRM costs more accurately system adoption. Overall, this has been a literature that has focused on the benefits. To implement forms of high involvement, commitment, or performance work methods. While (Wirges and Neyer, 2022).

Conclusion

This meta-analysis, covering three decades of research in Strategic Human Resource Management (SHRM), highlights the significant growth and transformation of the field. Over the years, the integration of HR practices with strategic management objectives has become more refined, enhancing our understanding of how effective management of human resources contributes to organizational success. However, despite this progress, important gaps remain, and several aspects of SHRM continue to be underexplored, leaving ample room for further research. Our review emphasizes the diverse theoretical approaches, key empirical findings,

and evolving research methodologies that have shaped SHRM. It's clear that while there has been considerable advancement, challenges persist in applying SHRM principles consistently across different organizational contexts. These challenges often lead to variations in research outcomes, and there is still work to be done in translating SHRM theories into practical, actionable insights for organizations. Additionally, as the business world continues to evolve rapidly, HR practices must adapt to stay relevant and effective in addressing new demands and challenges. In conclusion, while SHRM has come a long way, it remains a vibrant and evolving field that continues to explore important questions about how human resources can drive strategic success. As businesses face the complexities of modern workforces, researchers and practitioners alike must stay engaged with emerging trends to ensure SHRM continues to offer valuable insights for both theory and practice. This meta-analysis serves as a foundation for future research and guides those looking to contribute to this critical area of study.

Gap in Current Research

While Strategic Human Resource Management (SHRM) has made significant progress, there are still important gaps in the existing literature. One major gap is the lack of longitudinal research that can track the causal relationships between HR practices and organizational performance over time. Most studies are cross-sectional, which limits understanding of how HR practices, such as High-Performance Work Systems (HPWS), affect long-term outcomes. Another gap is the underexplored role of industry-specific contexts. HR strategies that work well in one sector may not be as effective in another, and this variance is especially notable in industries like textile and hospitality, where workforce needs and operational dynamics differ greatly.

Future Research

Looking ahead, future research in SHRM should aim to refine existing theories, address the methodological challenges identified in past studies, and better understand the changing role of HR professionals, especially in a globalized, tech-driven environment. The strategic management of human capital will remain a key factor in organizational success in the 21st century as organizations focus on developing policies, practices, and strategies that enhance their workforce's value. Future research should prioritize longitudinal studies that track HR practices over time, helping to establish causal links between HR interventions and organizational performance. Researchers should also focus on industry-specific studies to understand how different sectors, such as textile and hospitality, require

tailored HR strategies. For example, HR practices in textile manufacturing might focus on productivity and safety, while in hospitality, the emphasis may be on employee engagement and customer service. By addressing these gaps, researchers can provide more actionable insights for HR practitioners in diverse industries.

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The authors reported no potential conflict of interest.

Competing Interests

Authors have no competing interest to disclose.

Authors' Contributions

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