



Human Resource Practices and Employee Performance: A Social Perspective

Doctoral School of Economic Sciences "Eugeniu
Carada", University of Craiova

Phd. Claudia-Marinela Zatreanu

Introduction

Human resources represent one of the most valuable assets of an organization, as they play a fundamental role in achieving organizational goals and sustaining business success. The development of human resources is therefore essential, since employee performance significantly influences both individual professional growth and overall organizational effectiveness. Improving employee performance benefits not only the organization through enhanced productivity and competitiveness but also employees themselves, as high levels of performance are often associated with greater opportunities for career advancement and professional development (Siahaan et al., 2016).

Employee performance, often referred to as job performance, reflects the extent to which individuals successfully accomplish their work-related tasks and responsibilities. It can be defined as the quality and quantity of work produced by an employee in carrying out assigned duties and meeting organizational expectations.

The importance of employee performance

According to Al Mehrzi and Singh (2016), employee performance refers to the results or level of achievement attained by an individual within a given period, measured against predetermined standards, objectives, or criteria. Similarly, Yang et al. (2016) describe performance as the range of behaviors, actions, and efforts that employees demonstrate—or fail to demonstrate—while carrying out their job responsibilities.

Performance management, in turn, comprises a set of strategic and systematic activities designed to enhance both individual and organizational effectiveness. It focuses on improving employee and team performance by aligning their efforts with organizational goals, fostering continuous development, and maximizing overall productivity.

Introduction to Sustainable human resource management (SHRM)

Sustainable Human Resource Management (SHRM) represents an evolution of traditional human resource management practices, integrating economic, social, and environmental objectives to support long-term organizational sustainability. This approach emphasizes the creation of value not only for the organization but also for employees, society, and the environment. SHRM is characterized by several key dimensions:

- * Long-term orientation, which involves making strategic decisions with consideration for their future impact on organizational sustainability and resilience.
- * Employee well-being and care, focusing on promoting work-life balance, maintaining reasonable workloads, ensuring fair compensation, and fostering a healthy work environment.
- * Environmental responsibility, which entails incorporating environmentally sustainable practices into human resource activities, such as recruitment, training, and daily operations.
- * Profitability and sustainability, aiming to achieve organizational success and financial performance while ensuring the responsible use of resources and the long-term viability of the business.

How sustainable human resource practices lead to higher employee satisfaction

Sustainable human resource practices play a crucial role in enhancing employee satisfaction by balancing economic, social, and environmental objectives. These practices contribute to attracting and retaining talented employees, increasing workforce participation, and strengthening employee motivation. By prioritizing employee well-being, work-life balance, and supportive working conditions, organizations can improve job satisfaction without relying solely on financial incentives.

Furthermore, core human resource practices such as training and development, performance management, and employee engagement are fundamental to cultivating a positive organizational culture. These initiatives enhance employees' knowledge and skills, foster innovation and creativity, and encourage stronger organizational commitment.

Adopting a balanced and sustainable approach to human resource management helps create a productive and supportive work environment. As a result, employees experience higher levels of job satisfaction, which positively influences organizational effectiveness and performance, particularly in nonprofit organizations and social enterprises where employee engagement is critical to achieving organizational goals.

Human resource practices that make a difference

Human resource practices have a substantial impact on employee performance from a social perspective. Effective recruitment and selection processes ensure that organizations identify and appoint individuals whose skills, qualifications, and values align with job requirements and organizational culture. Employee maintenance and retention strategies, including training opportunities, health and well-being initiatives, career advancement prospects, workplace safety measures, and supportive working conditions, play a vital role in sustaining employee commitment and performance. Moreover, training and development programs facilitate employees' integration into the organization while enhancing their competencies and professional growth.

Performance appraisal systems contribute to aligning individual efforts with organizational objectives by evaluating employee contributions and recognizing high performance. Such recognition can increase motivation, engagement, and productivity. In addition, fair compensation and benefits are essential for maintaining perceptions of equity and reducing dissatisfaction among employees. Strong employee relations supported by transparent communication, employee involvement in decision-making, and inclusive workplace practices, foster trust, collaboration, and a positive work environment, ultimately enhancing individual and organizational performance.

Conclusions and findings

Key Role of Human Resources

Human resources represent a strategic asset that contributes significantly to organizational success. Employee performance plays a critical role in achieving business objectives while supporting individual development. Effective HR practices, including recruitment, employee development, retention, and performance management, help create a motivated, productive, and committed workforce. Through these practices, organizations can enhance both employee satisfaction and overall organizational effectiveness.

Impact of Sustainable Human Resource Management

Sustainable Human Resource Management (SHRM) broadens the scope of traditional HR practices by incorporating economic, social, and environmental considerations into organizational decision-making. By emphasizing employee well-being, work-life balance, and responsible business practices, SHRM promotes long-term organizational sustainability. These initiatives contribute to higher levels of employee satisfaction, engagement, and retention while supporting the achievement of sustainable organizational goals.

Human Resources as a Driver of Sustainable Growth

Human resource practices that prioritize employee development, equitable compensation, performance recognition, and positive employee relations foster a collaborative and supportive workplace culture. Such practices not only improve employee performance and organizational outcomes but also strengthen the organization's capacity for long-term growth and adaptability. Integrating sustainability principles into HR management enables organizations to build a resilient workforce capable of meeting future challenges and maintaining competitive advantage.