



The Role Of Organizational Behavior In Enhancing Employee Performance In The Modern Era: A Literature Review From Human Resource Management Perspective

¹Andi Nurfiana Haz

¹Universitas Negeri Makassar, Indonesia.

¹andinurfianahaz@unm.ac.id

*Correspondence Email: andinurfianahaz@unm.ac.id

Abstract: The rapid advancement of digital technology, organizational transformation, and increasingly flexible work arrangements have significantly reshaped the dynamics of human resource management in modern organizations. In this context, organizational behavior has emerged as a strategic factor influencing work effectiveness, productivity, and organizational performance. This study aims to systematically examine the relationship between organizational behavior and employee performance from a Human Resource Management (HRM) perspective. The study employed a Systematic Literature Review (SLR) approach following the PRISMA guidelines. Literature was collected from Scopus, ScienceDirect, Emerald Insight, SpringerLink, Wiley Online Library, Taylor & Francis, and Google Scholar. An initial search identified 85 articles published between 2020 and 2025. After duplicate removal, title and abstract screening, and full-text eligibility assessment, 9 articles were selected for final analysis. The findings indicate that organizational culture, transformational leadership, work motivation, employee engagement, organizational communication, and digital technology utilization are the most frequently reported determinants of employee performance. Among the reviewed studies, employee engagement and transformational leadership emerged as the most consistently significant predictors of performance improvement across various organizational contexts. The review further reveals that organizational trust, effective communication, and digital leadership play critical roles in supporting employee productivity within hybrid and technology-driven work environments. This study contributes to the theoretical development of organizational behavior and provides practical implications for designing adaptive, innovative, and sustainable HRM strategies in the digital era.

Keywords: Organizational Behavior, Employee Performance, Human Resource Management (HRM).

INTRODUCTION

The changing business environment driven by globalization, rapid technological advancement, and increasing competition among organizations has compelled companies to manage their human resources more strategically. In this context, organizational behavior has become one of the key factors determining an organization's ability to achieve sustainable competitive advantage. Organizational behavior is not only concerned with how individuals act within an organization but also encompasses group interactions, organizational culture, leadership, communication, motivation, and workplace dynamics that influence overall organizational effectiveness.



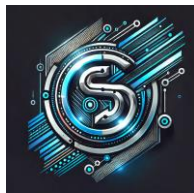
The modern era is characterized by digital transformation, which has fundamentally changed the way organizations operate. The implementation of technologies such as artificial intelligence (AI), big data analytics, cloud computing, and human resource information systems has created new work patterns that are more flexible, collaborative, and technology-driven. At the same time, these developments have introduced new challenges, including the need to enhance digital competencies, adapt organizational culture, and manage employment relationships within virtual work environments.

The COVID-19 pandemic further accelerated the adoption of remote working and hybrid work systems across organizations worldwide. This phenomenon has transformed patterns of social interaction within organizations, thereby influencing employee behavior, work engagement, motivation, and productivity. Consequently, organizations need to understand how various dimensions of organizational behavior affect employee performance in the context of modern work arrangements.

From a Human Resource Management (HRM) perspective, employee performance is one of the primary indicators of organizational success. Numerous studies have demonstrated that performance is influenced by both individual and organizational factors. However, inconsistencies remain regarding which dimensions of organizational behavior exert the most significant influence on employee performance, particularly within digital and flexible work environments.

Previous studies have extensively examined the relationships between organizational culture, leadership, motivation, and performance as separate constructs. Nevertheless, there is still a limited number of studies that comprehensively synthesize the various dimensions of organizational behavior within the context of digital transformation, hybrid work systems, and contemporary HRM challenges. Furthermore, empirical findings indicate that the impact of organizational behavior on employee performance varies according to industry characteristics, national culture, and the level of technology adoption.

Based on these conditions, a systematic literature review is needed to integrate recent research findings and provide a more comprehensive understanding of the relationship between organizational behavior and employee performance. Such a review is expected to contribute to both the theoretical development of organizational behavior and the practical implementation of effective HRM strategies in the modern workplace.



Organizational behavior is a field of study that examines the influence of individuals, groups, and organizational structures on human behavior within organizations with the aim of enhancing organizational effectiveness. According to (Robbins & Judge, 2023), organizational behavior focuses on understanding, predicting, and managing individual and group behavior in the workplace. In its contemporary development, organizational behavior extends beyond interpersonal relationships and encompasses adaptation to digital technologies, changing work cultures, workforce diversity, and the management of virtual organizations. As organizations increasingly operate in dynamic and technology-driven environments, understanding organizational behavior has become essential for fostering employee effectiveness and organizational success.

Organizational behavior encompasses three primary levels of analysis. The individual level includes personality, perception, motivation, work attitudes, competencies, and job satisfaction. The group level covers communication, teamwork, organizational conflict, leadership, and group decision-making processes. Meanwhile, the organizational level involves organizational culture, organizational structure, organizational change, innovation, and the management of technology and human resources. These interconnected levels provide a comprehensive framework for understanding how human behavior influences organizational performance and effectiveness.

Organizational behavior serves as a foundational discipline for understanding how individuals, groups, and organizational structures shape workplace behavior to improve organizational outcomes. According to (Robbins & Judge, 2023), organizational behavior focuses on understanding, predicting, and managing individual and group behavior within organizations to enhance overall organizational performance. From a Human Resource Management (HRM) perspective, organizational behavior provides the basis for designing policies related to motivation, leadership, organizational culture, communication, and human resource development. The modern work environment, characterized by digitalization, globalization, and flexible work arrangements, has increased the significance of organizational behavior as organizations strive to create adaptive, innovative, and performance-oriented workplaces. Recent literature suggests that organizational behavior not only affects individual productivity but also contributes to the development of sustainable competitive advantage through enhanced employee engagement, innovation, and adaptability to change.

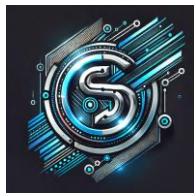


Social Exchange Theory (SET) explains that the relationship between organizations and employees is based on the principle of reciprocity. When organizations provide support, recognition, development opportunities, and a positive work environment, employees are likely to reciprocate through increased commitment, loyalty, and performance. From an HRM perspective, this theory is widely used to explain how human resource practices such as training, compensation, career development, and leadership shape productive work behaviors. Recent studies indicate that employee engagement and organizational commitment frequently act as mediating mechanisms that explain the relationship between organizational support and employee performance. In the modern era, characterized by increasing employee expectations regarding flexibility and workplace well-being, Social Exchange Theory remains highly relevant in explaining the importance of mutually beneficial relationships between organizations and their workforce.

In the context of the digital era, organizational behavior also encompasses concepts such as digital behavior, virtual collaboration, knowledge sharing, and digital leadership, all of which play critical roles in supporting organizational performance. These emerging dimensions reflect the evolving nature of work and highlight the need for organizations to develop behavioral practices that align with technological advancements and digital transformation initiatives.

Employee performance refers to the work outcomes achieved by individuals in carrying out the duties and responsibilities assigned by the organization according to established standards. From a Human Resource Management perspective, performance is not solely reflected in final outcomes but also in the work behaviors demonstrated throughout the process of achieving organizational goals. According to (Aguinis & Burgi-Tian, 2023), performance encompasses both behaviors and outcomes that contribute to organizational objectives. Consequently, employee performance is evaluated through various indicators, including work quality, work quantity, timeliness, efficiency, teamwork, creativity, innovation, and organizational commitment. As digital transformation continues to reshape workplaces, organizations have increasingly incorporated dimensions such as digital productivity, agility, and adaptability to technological change into their performance evaluation systems to ensure relevance in contemporary work environments.

Employee performance is influenced by a variety of factors that can be categorized into individual, organizational, and external environmental factors. Individual factors include competencies, motivation, job satisfaction, emotional intelligence, and organizational



commitment, all of which affect employees' ability and willingness to achieve performance targets. Organizational factors encompass organizational culture, leadership, reward systems, organizational communication, and technological support, which collectively create a conducive environment for performance improvement. External environmental factors such as economic changes, industry competition, globalization, and digitalization also significantly influence employee performance. In today's rapidly evolving technological landscape and increasingly complex business environment, organizations must effectively manage these factors to enhance productivity, competitiveness, and the sustainability of human resource performance.

From the perspective of Strategic Human Resource Management (SHRM), human resources are regarded as strategic assets capable of generating competitive advantage. According to (Armstrong, 2024), SHRM emphasizes the alignment between business strategy and human resource strategy to achieve organizational objectives effectively and sustainably. This perspective is reinforced by (Barney, 1991), which argues that sustainable competitive advantage arises from resources that are valuable, rare, inimitable, and non-substitutable, including highly competent human resources. In the digital era, strategic HRM extends beyond administrative personnel management to include the development of an innovation-oriented culture, enhancement of digital competencies, and creation of environments that support continuous learning. Consequently, SHRM serves as a critical mechanism for improving both individual and organizational performance through the strategic integration of human resource practices and business objectives.

In addition to competency development, the HRM perspective highlights the importance of work motivation and employee engagement as key determinants of performance. Research conducted by (Bandura, 2001) indicates that employees with high levels of engagement tend to exhibit greater enthusiasm, loyalty, commitment, and performance than those with lower levels of engagement. Therefore, enhancing employee motivation and engagement has become a central focus of modern HRM practices aimed at improving productivity and ensuring long-term organizational success.

Despite the growing body of literature examining organizational behavior and employee performance, several important research gaps remain. First, previous studies have predominantly investigated organizational culture, leadership, motivation, employee engagement, and communication as separate constructs, resulting in a fragmented understanding of how these



dimensions collectively influence employee performance. Second, although digital transformation, remote working, and hybrid work arrangements have significantly altered workplace dynamics, existing studies often focus on specific organizational settings or individual behavioral factors rather than providing an integrated perspective. Third, empirical findings regarding the relative importance of organizational behavior dimensions remain inconsistent across industries, countries, and levels of technological adoption. Finally, there is still a limited number of systematic literature reviews that synthesize recent evidence on organizational behavior within the context of digital workplaces from a Human Resource Management (HRM) perspective. Addressing these gaps is important for developing a more comprehensive understanding of how organizational behavior contributes to employee performance and for providing strategic guidance for HRM practices in increasingly technology-driven work environments.

This article aims to examine the concept of organizational behavior from a modern Human Resource Management perspective, analyze the relationship between organizational behavior and employee performance based on recent studies, identify organizational behavior factors that influence employee performance in the digital era, develop a conceptual model illustrating the relationship between organizational behavior and employee performance, and provide both theoretical and practical implications for contemporary human resource management practices.

METHOD

This study uses a Literature Review approach aimed at identifying, evaluating, and synthesizing various previous research findings that discuss the relationship between organizational behavior and employee performance from the perspective of Human Resource Management (HRM). This approach was chosen because it enables researchers to gain a comprehensive understanding of the development of concepts, theories, and empirical findings related to the role of organizational behavior in improving employee performance in the modern era. Through a systematic literature review, this study seeks to integrate various research findings to provide a more holistic picture of the factors influencing employee performance in an ever-changing organizational environment.



Study Selection Procedure

The article selection process followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines to ensure transparency and methodological rigor. The initial search across Scopus, ScienceDirect, Emerald Insight, SpringerLink, Wiley Online Library, Taylor & Francis, and Google Scholar identified 85 potentially relevant articles published between 2020 and 2025.

After removing 15 duplicate records, 70 articles remained for title and abstract screening. During the screening stage, 40 articles were excluded because they did not directly examine organizational behavior, employee performance, or Human Resource Management (HRM) issues relevant to the objectives of this review.

The remaining 30 articles underwent full-text assessment for eligibility. Following the application of the inclusion and exclusion criteria, 21 articles were excluded due to insufficient methodological information, lack of relevance to the digital workplace context, or failure to address employee performance outcomes.

As a result, 9 articles met all eligibility requirements and were included in the final literature review and thematic synthesis. These selected studies formed the basis for analyzing the relationships between organizational behavior dimensions and employee performance in contemporary digital work environments.

Next, a selection process was carried out to determine which articles met the inclusion and exclusion criteria. The selected articles were then analyzed to identify research objectives, methodologies used, variables studied, and main findings.

The results of this analysis were subsequently grouped into key emerging themes within the literature. Through narrative synthesis, this study integrates relevant findings to develop a deeper understanding of the relationships between organizational culture, leadership, work motivation, employee engagement, organizational communication, digital technology utilization, and employee performance. Based on this synthesis, the study then develops a conceptual model that explains the interrelationships among organizational behavior factors in enhancing employee performance in the modern era.



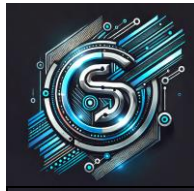
RESULT AND DISCUSSION

Based on the results of a literature review of reputable international journals indexed in Scopus between 2020 and 2025, organizational behavior has been identified as one of the primary determinants influencing employee performance across various industrial sectors. The most frequently examined variables include organizational culture, transformational leadership, work motivation, employee engagement, organizational communication, and adaptation to digital technologies. These factors have consistently been recognized as critical elements in shaping employee attitudes, behaviors, and performance outcomes within contemporary organizations.

In general, recent studies indicate that organizations capable of fostering a positive work environment, supporting innovation, and enhancing employee engagement tend to achieve higher levels of productivity than organizations that rely primarily on control-oriented and bureaucratic management approaches. A supportive organizational climate encourages employees to contribute more effectively, demonstrate greater commitment, and actively participate in organizational development. As a result, organizations that prioritize people-centered management practices are more likely to achieve sustainable performance improvements and maintain competitive advantage in dynamic business environments.

The transformation of the workplace driven by digitalization has also broadened the scope of organizational behavior research. While earlier studies primarily focused on interpersonal relationships and leadership, contemporary research increasingly examines issues such as virtual work behavior, digital collaboration, digital leadership, and the management of hybrid workforces. These emerging areas reflect the changing nature of work in the digital era, where technology-mediated interactions have become an integral part of organizational operations. Consequently, understanding organizational behavior within digital and hybrid work settings has become essential for organizations seeking to enhance employee performance and organizational effectiveness in an increasingly technology-driven environment.

Author (Year)	Country	Main Variable	Findings
Karatepe et al. (2020)	Turkey	Employee Engagement	Engagement improves performance and loyalty.
Wang et al. (2020)	China	Remote Working	Flexible work increases productivity when supported by technology.
Al-Hawari et al. (2021)	UAE	Organizational Culture	Innovative culture enhances performance.



Nguyen et al. (2021)	Vietnam	Transformational Leadership	Leadership increases motivation and performance.
Saks (2022)	Canada	Employee Engagement	Engagement mediates HRM practices and performance.
Chatterjee et al. (2022)	India	Digital Leadership	Digital leadership promotes innovation and effectiveness.
Bulińska-Stangrecka & Bagińska (2021)	Poland	Organizational Trust	Trust improves satisfaction and performance in hybrid work.
Rasool et al. (2023)	Pakistan	Organizational Communication	Communication enhances collaboration and productivity.
Khan et al. (2024)	Malaysia	Work Motivation	Intrinsic motivation strongly influences performance.

Table 1. Characteristics of Studies Included in the Review

Narrative Synthesis of Previous Research

Table 1 shows that recent studies tend to integrate traditional organizational behavior factors with the context of digital transformation. Prior to 2020, research primarily focused on leadership, organizational culture, and motivation. However, after the COVID-19 pandemic, the research focus shifted toward employee engagement, remote working, digital leadership, and virtual work behavior.

The main similarity across these studies is that all organizational behavior variables show a positive relationship with employee performance. The differences lie in the magnitude of influence of each variable, which is affected by organizational characteristics, national culture, and the level of technology adoption. Recent trends indicate that employee engagement and digital leadership are the two most frequently studied topics, as they are considered capable of explaining changes in work behavior in the era of digital transformation.

The Influence of Organizational Culture on Employee Performance

Organizational culture refers to a system of values, beliefs, norms, and practices that guide the behavior of organizational members. From an HRM perspective, organizational culture functions as a mechanism of social control that shapes employee behavior and influences the achievement of organizational goals. Research by (Melhem & Ali, 2026) shows that an innovation-oriented organizational culture can enhance employee creativity and productivity. Similar findings have been reported in studies conducted in technology and manufacturing companies in Asia and Europe, which indicate that organizational cultures that support learning and collaboration produce higher performance levels compared to rigid and bureaucratic cultures.



(Jarman, 2018) found that employee engagement has a positive effect on employee performance. Employees with high engagement tend to demonstrate dedication, enthusiasm, and better productivity in completing tasks. Conversely, job insecurity can reduce engagement and negatively affect performance. These findings emphasize that employee engagement is an important factor in improving performance in the modern era. In the digital era, organizational culture has transformed from a hierarchical culture to an agile culture. Modern organizations tend to adopt a more flexible, collaborative, and innovation-oriented work culture. Employees are given greater opportunities to participate in decision-making, thereby increasing their sense of ownership toward the organization.

(Bulińska-Stangrecka & Bagińska, 2021) found that the success of hybrid working systems is strongly influenced by the level of organizational trust in employees. High trust promotes job satisfaction, employee engagement, and higher productivity. These findings indicate that a trust-based organizational culture is an important factor in maintaining employee performance in flexible work environments. Several studies also find that organizational culture transformation does not always run effectively. The main barriers include resistance to change, low digital competence, and managerial unpreparedness in managing organizational change. The literature synthesis shows that organizational culture is a fundamental foundation that influences work behavior and employee performance in the modern era.

The Influence of Transformational Leadership on Performance

Transformational leadership is a leadership style that focuses on inspiration, motivation, and developing the potential of subordinates. In a dynamic work environment, transformational leaders act as change agents who help organizations adapt to external challenges. Various studies show that transformational leadership has a positive impact on work motivation, job satisfaction, organizational commitment, employee engagement, and individual performance. (Nguyen et al., 2021) found that transformational leadership can improve employee performance through increased intrinsic motivation. Employees who feel valued and supported by leaders tend to show higher productivity.

In the digital era, the concept of transformational leadership has evolved into digital transformational leadership. Leaders are not only required to inspire subordinates but also to possess digital competencies to manage technological change. Recent studies show that leaders



who effectively utilize digital technology tend to create innovative cultures that support performance improvement. (Chatterjee et al., 2022) emphasize that digital leadership plays an important role in enhancing innovation, adaptability, and employee work effectiveness. Leaders with digital competencies can foster an innovative organizational culture and support digital transformation. Thus, digital leadership has become a strategic factor in improving employee performance in the modern era.

Work motivation is a psychological factor that drives individuals to perform their work optimally. Modern motivation theories emphasize that motivation does not only come from financial rewards but also from needs for self-development, recognition, and meaningful work. Recent studies show that work flexibility, learning opportunities, and work-life balance have become increasingly important motivational factors for millennials and Generation Z. Employee engagement refers to the emotional, cognitive, and behavioral attachment of employees to the organization. Recent literature shows that engagement is one of the strongest predictors of employee performance. Engaged employees tend to be more productive, have lower absenteeism rates, show high loyalty, and are willing to exert extra effort.

According to (Altalhi, 2021), engagement acts as a mediating mechanism between HR practices and organizational performance. Career development programs, reward systems, and supportive leadership have been proven to increase employee engagement.

In the context of virtual work, engagement has become a new challenge due to reduced face-to-face social interaction. Therefore, organizations need to utilize communication technology to maintain employee engagement.

The Influence of Organizational Communication on Work Effectiveness

Organizational communication is the process of information exchange that enables coordination and collaboration among organizational members. Research by (T. Wang et al., 2026) shows that effective communication improves work effectiveness by reducing conflict, enhancing coordination, increasing task clarity, and improving team collaboration. In modern organizations, communication is no longer limited to face-to-face interaction but also utilizes various digital platforms such as Microsoft Teams, Zoom, Slack, and Google Workspace.

The Role of Digital Technology in Shaping Organizational Behavior



Digital transformation has changed the way organizations manage human resources and shape work behavior. Digital technology provides various benefits, including task automation, data-driven decision-making, virtual collaboration, online learning, and technology-based performance management. Digitalization also presents challenges such as technostress, job insecurity, digital competency gaps, and data security issues.

(B. Wang et al., 2021) found that the effectiveness of remote working is influenced by job design, technological support, communication, and work autonomy. Employees who receive adequate organizational support are able to maintain or even improve productivity while working remotely. This indicates that adaptive organizational behavior is essential for supporting performance in digital work environments.

Challenges of Organizational Behavior in Hybrid and Remote Working Systems

The hybrid work system has become a global phenomenon that has grown rapidly since the COVID-19 pandemic, where organizations adopt a model combining in-office and remote work. This model provides greater flexibility for employees in managing time and work location, thereby improving job satisfaction, productivity, and work-life balance. However, despite these benefits, hybrid work systems also present several challenges that must be effectively managed by organizations.

At the individual level, employees often face risks of social isolation due to reduced direct interaction with colleagues, decreased organizational attachment, and difficulty in maintaining work-life balance. These conditions can affect motivation, psychological well-being, and performance if not properly addressed.

In addition to individual challenges, hybrid systems also create challenges at the team and organizational levels. At the team level, work coordination becomes more complex because team members work from different locations, making cross-location communication and team cohesion critical.

At the organizational level, challenges include performance monitoring and evaluation, information security protection, and the need to adapt organizational culture to more flexible and digital work patterns. Various studies show that the success of hybrid work implementation is



strongly influenced by organizational trust in employees, the quality of communication across all organizational levels, and leaders' ability to manage and motivate virtual teams effectively.

Therefore, organizations need to develop adaptive HRM strategies so that hybrid work systems can provide optimal benefits for both employees and the organization as a whole.

Conceptual Model of the Relationship between Organizational Behavior and Employee Performance

Based on the literature synthesis, the relationships between variables can be described as follows:

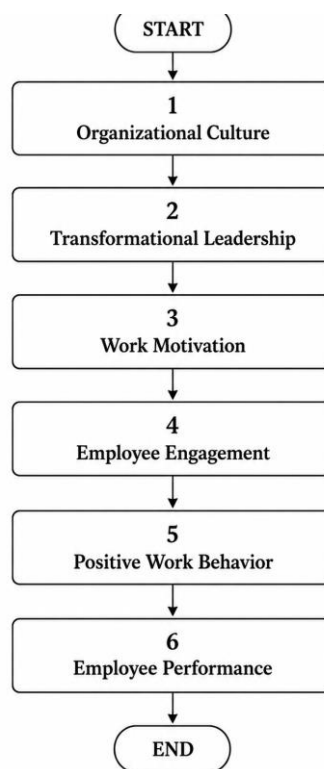
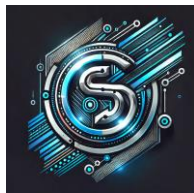


Figure 1. *Process Flow Diagram of Employee Performance*

Digital technology, organizational communication, and hybrid work systems act as contextual variables that can strengthen or weaken the relationships among these variables. This model shows that organizational behavior functions as the main mechanism linking HRM practices with the achievement of both individual and organizational performance

Implications for Modern HRM Practices

The literature review findings indicate that organizational behavior plays a very important role in improving employee performance, thereby providing several implications for modern



Human Resource Management (HRM) practices. From a strategic perspective, organizations need to build an adaptive, innovative, and continuously learning-oriented work culture in order to cope with increasingly complex business environments.

In addition, the development of digital leadership has become an essential need, as leaders are not only required to manage human resources effectively but also to guide organizations through digital transformation. Furthermore, employee engagement must be integrated into HRM strategies, as high levels of engagement have been proven to enhance employee commitment, productivity, and loyalty to the organization.

At the operational level, organizations need to improve employees' digital competencies through various training programs, skill development initiatives, and continuous learning aligned with technological advancements. Strengthening virtual communication is also a crucial aspect in supporting work effectiveness, especially in environments increasingly reliant on digital technology and hybrid work systems.

Organizations need to develop performance evaluation systems that are more result-based, enabling objective and accurate measurement of employee contributions. The implementation of well-structured flexible work policies is also a strategy that can enhance productivity while promoting work–life balance for employees.

From an organizational perspective, digital transformation must be accompanied by cultural transformation so that changes can be effectively accepted and implemented by all members of the organization. Human resource development is no longer viewed merely as an operational cost, but as a strategic investment that enhances long-term organizational competitiveness.

Employee psychological well-being must be a primary concern, as good mental and emotional conditions foster motivation, engagement, and higher performance. Thus, organizational success in the modern era is not only determined by technological advancement, but also by the ability to manage people, organizational culture, and employee well-being in a sustainable manner.

CONCLUSION

This systematic literature review demonstrates that organizational behavior plays a crucial role in enhancing employee performance across various organizational contexts. The findings



indicate that organizational culture, transformational leadership, work motivation, employee engagement, organizational communication, and digital technology utilization are key determinants of employee productivity, effectiveness, and overall performance. Furthermore, the increasing adoption of digital technologies and hybrid work systems has expanded the scope of organizational behavior by introducing new dimensions such as digital leadership, virtual collaboration, organizational trust, and technology-enabled employee engagement.

Theoretically, this study contributes to the organizational behavior and Human Resource Management (HRM) literature by providing an integrated framework that synthesizes diverse behavioral factors influencing employee performance in contemporary digital workplaces. Unlike previous studies that often examine organizational behavior variables separately, this review consolidates evidence from multiple research streams and highlights the interconnected relationships among leadership, culture, motivation, engagement, communication, and digital transformation. The findings also reinforce the relevance of Strategic HRM, Social Exchange Theory, and Human Resource Development perspectives in explaining how organizational behavior contributes to performance outcomes.

From a managerial perspective, the findings emphasize the importance of creating adaptive organizational cultures, strengthening employee engagement, and developing transformational and digital leadership capabilities. Organizations should invest in continuous employee development, digital competency enhancement, effective communication systems, and trust-building initiatives to support employee performance in increasingly flexible and technology-driven work environments.

For HR managers, several practical recommendations can be derived from this review. First, organizations should integrate employee engagement initiatives into HR strategies through career development opportunities, recognition systems, and supportive leadership practices. Second, HR departments should prioritize digital skills training and reskilling programs to prepare employees for ongoing technological changes. Third, organizations should establish clear communication channels and performance management systems that support both on-site and hybrid employees. Finally, leaders should promote a culture of collaboration, innovation, and continuous learning to strengthen organizational adaptability and long-term competitiveness.



Despite its contributions, this review has several limitations. The study relied primarily on published journal articles, which may exclude relevant findings from books, conference proceedings, and industry reports. In addition, the reviewed studies were conducted across different countries, industries, and organizational contexts, which may limit the generalizability of the findings. Furthermore, the review focused on studies published within a specific time period and may not fully capture emerging developments in organizational behavior research.

Future research is encouraged to empirically test the conceptual relationships identified in this review using longitudinal and cross-cultural research designs. Researchers may also explore emerging topics such as artificial intelligence in HRM, digital well-being, algorithmic management, sustainable leadership, employee resilience, and the impact of advanced technologies on organizational behavior and employee performance. Such investigations would contribute to a deeper understanding of how organizations can effectively manage human resources in the rapidly evolving digital workplace.

REFERENCE

- Aguinis, H., & Burgi-Tian, J. (2023). Performance management around the world: solving the standardization vs adaptation dilemma. *IIM Ranchi Journal of Management Studies*, 159. <https://www.emerald.com/insight/2754-0138.htm>
- Altalhi, O. A. (2021). A Systematic Literature Review of the Impact of Human Resources Management Strategies on Employee's Performance: Role of Job Embeddedness and Organizational Commitment as Mediator Variables. *European Journal of Business and Management*, 13(20), 56–61. <https://www.iiste.org>
- Armstrong, M. (2024). *Armstrong's Handbook of Strategic Human Resource Management: Improve Business Performance with Strategic HRM* (8th ed.). Kogan Page. <https://www.koganpage.com/hr-learning-development/armstrong-s-handbook-of-strategic-human-resource-management-9781398617698>
- Armstrong, M., & Taylor, S. (2020). *Armstrong's Handbook of Human Resource Management Practice* (14th ed.). Kogan Page. <https://e->



uczelnia.uek.krakow.pl/pluginfile.php/604792/mod_folder/content/0/Armstrongs%20Handbook%20of%20Human%20Resource%20Management%20Practice_1.pdf

- Bandura, A. (2001). Social Cognitive Theory: An Agentic Perspective. *Annual Review of Psychology*, 52(1), 1–26. <https://doi.org/10.1146/annurev.psych.52.1.1>
- Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17(1), 99–120. <https://doi.org/10.1177/014920639101700108>
- Bulińska-Stangrecka, H., & Bagieńska, A. (2021). The Role of Employee Relations in Shaping Job Satisfaction as an Element Promoting Positive Mental Health at Work in the Era of COVID-19. *International Journal of Environmental Research and Public Health*, 18(4), 1903. <https://doi.org/10.3390/ijerph18041903>
- Chatterjee, S., Chaudhuri, R., Vrontis, D., & Thrassou, A. (2022). Impact of organizational dynamic capability on international expansion and the moderating role of environmental dynamism. *International Journal of Organizational Analysis*. <https://doi.org/10.1108/IJOA-10-2021-3013>
- Jarman, B. (2018). Learning to Be: Humanism, Education, and the Philosophy of Erich Fromm. *PhilPapers*, 12(3), 145–162. <https://doi.org/10.5840/philpapers.JARLTB>
- Melhem, I. I. A. B., & Ali, K. (2026). *The Impact of Organizational Culture on the Employee's Sustainability in the Manufacturing Industry in Klang Valley*. <https://usim.edu.my>
- Nguyen, P. V, Huynh, H. T. N., Lam, L. N. H., Le, T. B., & Nguyen, N. H. X. (2021). The impact of entrepreneurial leadership on SMEs' performance: the mediating effects of organizational factors. *Heliyon*, 7(6), e07326. <https://doi.org/10.1016/j.heliyon.2021.e07326>
- Robbins, S. P., & Judge, T. A. (2023). *Organizational Behavior* (19th ed.). Pearson. <https://www.pearson.com/en-us/subject-catalog/p/organizational-behavior/P200000007044/9780137687206>
- Tanjung, R. H. Z., Halawa, F., & Waruwu, E. (2025). Pengembangan Talent Management Melalui Strategi Reskilling Dan Upskilling: Tinjauan Literatur Dalam Perspektif Manajemen Sumber



Daya Manusia. *LIKUID: Jurnal Ekonomi Dan Ilmu Berkaitan*, 1(3), 62–70.

<https://doi.org/10.70404/likuid.v1i03.477>

Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2021). Achieving Effective Remote Working During the COVID-19 Pandemic: A Work Design Perspective. *Applied Psychology*, 70(1), 1–44.

<https://doi.org/10.1111/apps.12290>

Wang, T., Zhu, P., Fu, Y., & Choi, S. (2026). Exploring the links between emotional intelligence resilience support and mental health in college students. *Scientific Reports*, 16, 3609.

<https://doi.org/10.1038/s41598-025-33601-7>