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The Impact of Educational Excellence Model Components on the Development of Human Resources in Zahedan's Education Organization

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A B S T R A C T

Purpose: This article aims to investigate the impact of strategic human resources management (SHRM) on organizational excellence across various sectors.

Methodology: This study, aimed at practical application, employs a descriptive-survey research design for information gathering, situating it within the quantitative descriptive-analytical category. The statistical population consists of managers, deputy managers, and employees of the Zahedan Education Organization, totaling 1929 individuals. The sample size was determined to be 320 participants based on the Krejcie and Morgan table, considering the total population number. A stratified random sampling method, organized by educational region, was utilized for selecting the sample. For research question exploration and data analysis, both descriptive and inferential statistical methods were applied using the SPSS 23 and Amos software programs.

Findings: The SEM analysis demonstrated all paths to be significantly accepted, with p-values ranging from <0.001 to 0.003, indicating strong statistical support for the hypothesized relationships. This evidences a robust model that accurately captures the dynamics and influences within the organization, providing a solid foundation for strategic planning and implementation.

Conclusion: Strategic HRM is pivotal in achieving organizational excellence, necessitating a holistic and strategic approach to managing human resources. Organizations that effectively integrate SHRM practices within their strategic planning processes can enhance performance, adaptability, and resilience, achieving a sustainable competitive advantage. Future research should explore the dynamic interactions between SHRM practices and emerging global challenges to further understand HRM's evolving role.

Keywords: *Strategic Human Resources Management, Organizational Excellence, Human Resource Development, National Human Resource Development, Organizational Performance, Sustainability.*

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1. Introduction

The field of Strategic Human Resources Management (SHRM) serves as a cornerstone for organizations aiming to navigate the complexities of the modern business environment (Rafiq, 2023; Torabian et al., 2023). SHRM extends beyond traditional HR practices by embedding human capital management within the strategic framework of organizations, thus ensuring that HR practices are not only aligned with but also instrumental in achieving the overarching goals of the organization (Bahramian et al., 2023; Nazarian-Jashnabadi et al., 2023; Zhai et al., 2022). This strategic alignment is predicated on the understanding that human capital is a critical source of competitive advantage, capable of driving innovation, operational efficiency, and market responsiveness (Bahari & Taheri rouzbahani, 2023; Mohammadi, 2022; Tafarrojkhah et al., 2022).

Underpinning this study are several theoretical frameworks that provide a comprehensive lens through which the impact of SHRM on organizational excellence can be examined. The Resource-Based View (RBV) of the firm posits that the firm's resources and capabilities, particularly those that are rare, valuable, inimitable, and non-substitutable, form the foundation of its competitive advantage. In this context, human capital is viewed as a key strategic asset, with its management playing a crucial role in cultivating an environment conducive to innovation and sustained competitive performance. This perspective underscores the strategic significance of investing in and leveraging human resources to foster a competitive edge in the marketplace (Gerhart & Feng, 2021).

Additionally, the Human Capital Theory, which emphasizes the economic value of investing in employee development, further supports the study's premise. According to this theory, investments in training, education, and development activities are critical for enhancing the skills, knowledge, and competencies of employees, thereby contributing to improved organizational performance and productivity (Song et al., 2023; Tafarrojkhah et al., 2022).

Moreover, the Social Exchange Theory (SET) offers insights into the nature of employer-employee relationships and their impact on organizational outcomes. SET suggests that the reciprocal exchange between the organization and its employees can foster a sense of loyalty, commitment, and motivation among the workforce, which, in turn, enhances organizational performance (Mitchell et al., 2012; Rezaei Pitenoei et al., 2021). This theoretical perspective highlights the importance of nurturing positive employer-employee relations through fair treatment, trust, and mutual respect as part of a strategic HRM approach (Mitchell et al., 2012).

he connection between HRM and organizational excellence has been a focal point of scholarly investigation, particularly in the context of SHRM. Al-Jedaiah and Albdareen (2020) illuminate this nexus by underscoring SHRM's pivotal role in fostering organizational excellence. Their study systematically articulates how SHRM practices, when aligned with organizational strategies, can significantly enhance performance outcomes, contributing to a sustainable competitive advantage (Al-Jedaiah & Albdareen, 2020). The concept of SHRM extends beyond mere human capital management to encompass a broader spectrum of organizational development and excellence. Alagaraja, Kotamraju, and Kim (2014) propose a conceptual framework that examines the linkages and outcomes between human resource development (HRD) and national human resource development (NHRD). Their framework elucidates the synergistic potential of integrating HRD and NHRD strategies to achieve organizational excellence and sustainable development. This integration, as suggested, plays a crucial role in equipping organizations with the necessary capabilities to navigate the complexities of the global business environment, highlighting the strategic importance of human resources in achieving organizational goals (Alagaraja et al., 2014).

Innovative approaches to human resources and organizational development have also been explored in the context of the medical education sector. Chin-Hong et al. (2022) assess the impact of an innovative endowed chair program on medical educators, revealing the program's significant contributions to enhancing educational quality and fostering leadership among medical educators. Their findings emphasize the importance of investing in human capital development initiatives that support the professional growth and development of educators, underscoring the broader applicability of strategic HRM practices across diverse organizational contexts (Chin-Hong et al., 2022). The relationship between natural resources and education spending presents a unique perspective on the allocation of resources for human capital development. Cockx and Francken (2016) delve into the paradoxical impact of natural resource wealth on education spending, challenging the conventional wisdom that resource wealth automatically translates into increased investment in human capital. Their analysis suggests that the management of natural resources and the strategic allocation of revenues are critical

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determinants of the level of investment in education, highlighting the intricate balance between resource wealth and sustainable human resources development (Cockx & Francken, 2016).

Knowledge management emerges as a pivotal element in the development of learning organizations within the educational sector. Rahman, Dzunur'aini, and Nur'aini (2022) advocate for the strategic integration of knowledge management practices in Islamic educational institutions to foster a culture of continuous learning and innovation. Their study emphasizes the role of knowledge management as a strategic tool for enhancing organizational learning, adaptability, and performance, further broadening the scope of strategic HRM in fostering organizational excellence (Rahman et al., 2022). The development of nursing management competencies represents another facet of strategic human resources development, with implications for continuous education and professional development. Sade and Peres (2015) outline guidelines for the development of nursing management competencies through continuous education services, highlighting the critical role of competency-based education in enhancing the quality of nursing leadership and management. Their guidelines underscore the importance of strategic investment in professional development programs as a means of achieving organizational excellence in healthcare settings (Sade & Peres, 2015).

Global partnerships and capacity-building initiatives in nursing and midwifery education provide additional insights into the role of strategic HRM in fostering organizational excellence. Spies et al. (2017) present a model for upscaling global partnerships and building nurse and midwifery capacity, demonstrating the significant impact of international collaborations on enhancing educational quality, professional development, and organizational capacity in healthcare settings. Their model underscores the strategic importance of global partnerships in leveraging human capital for organizational development and excellence (Spies et al., 2017). The advent of Industry 4.0 presents new challenges and opportunities for employee education and development. Stachová, Papula, Stacho, and Kohnová (2019) highlight the critical role of external partnerships in employee education and development as key strategies for addressing the challenges posed by Industry 4.0. Their study underscores the necessity for organizations to engage in strategic partnerships and collaborative initiatives to enhance workforce capabilities and resilience in the face of technological advancements and changing industry dynamics (Stachová et al., 2019).

Sustainable development of human resources in the context of globalization further underscores the strategic importance of HRM in achieving organizational excellence. Stofkova and Sukalova (2020) emphasize the need for sustainable HRM practices that align with global trends and challenges, advocating for strategies that ensure the long-term development and well-being of the workforce. Their research highlights the strategic role of HRM in navigating the complexities of globalization, emphasizing the importance of sustainability in human resources development (Stofkova & Sukalova, 2020). The strategic development of regional universities through effective human resource management exemplifies the application of SHRM principles in the higher education sector. Tavbulatova, Chaplaev, and Solumov (2022) explore HRM practices in the strategic development of a regional university, showcasing the transformative impact of strategic HRM on organizational structure, culture, and performance. Their study underscores the universality of strategic HRM principles and their applicability across different organizational contexts, including the education sector (Tavbulatova et al., 2022).

The overlapping and disparate fields of adult education and HRD are examined by Watkins and Marsick (2014), who delve into the synergies and distinctions between these two domains. Their analysis provides a nuanced understanding of how adult education and HRD contribute to organizational development and human capital enhancement, highlighting the multifaceted nature of strategic HRM in fostering lifelong learning and organizational excellence (Watkins & Marsick, 2014).

As organizations navigate the complexities of the modern business landscape, the strategic management of human resources emerges as a fundamental pillar of organizational excellence. The integration of SHRM practices with organizational strategies, the development of competencies, the fostering of innovation through knowledge management, and the strategic allocation of resources for human capital development collectively contribute to the achievement of sustainable competitive advantages. The aforementioned studies provide a rich tapestry of insights into the pivotal role of HRM in driving organizational success, underscoring the necessity for a holistic and strategic approach to managing the most valuable asset of any organization—its people. This article aims to investigate the impact of strategic human resources management (SHRM) on organizational

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excellence across various sectors. It seeks to elucidate the mechanisms through which SHRM practices contribute to enhanced organizational performance, sustainability, and adaptability, highlighting the role of strategic alignment, innovation, and human capital development in fostering competitive advantages.

2. Methods and Materials

2.1. Study Design and Participants

This study, aimed at practical application, employs a descriptive-survey research design for information gathering, situating it within the quantitative descriptive-analytical category. The statistical population consists of managers, deputy managers, and employees of the Zahedan Education Organization, totaling 1929 individuals. The sample size was determined to be 320 participants based on the Krejcie and Morgan table, considering the total population number. A stratified random sampling method, organized by educational region, was utilized for selecting the sample.

2.2. Data Collection

Given the research objectives and its nature, the most appropriate method for collecting the required data was determined to be through the administration of questionnaires to selected samples from the target population. This method was chosen due to the research aim and the necessity for obtaining reliable information. The questionnaire, developed by the researcher, was designed with 4 criteria, 18 components, and 132 indicators. It utilized a Likert scale for responses, where respondents could score each item as follows: "strongly agree" (5 points), "agree" (4 points), "neutral" (3 points), "disagree" (2 points), and "strongly disagree" (1 point). Since this measurement scale operates on a 5-point Likert scale, individual scores on the questionnaire could range from 55 to 275. Dividing the total scores for each component (sub-scales) and the overall questionnaire by the number of questions yields a score range for each respondent between 1 and 5. Thus, the midpoint (theoretical average) was set at 3.

2.3. Data Analysis

For research question exploration and data analysis, both descriptive and inferential statistical methods were applied using the SPSS 23 and Amos software programs. The choice of Amos was particularly motivated by the presence of structural equation modeling in the study and the sample size, as Amos offers graphical representation of structural equation modeling, which is beneficial in research involving large population sizes.

3. Findings and Results

Out of the respondents, 135 individuals (42%) were female, and 185 individuals (58%) were male, indicating that the majority of the sample population consisted of men. Age distribution among the respondents was as follows: 70 individuals (21.9%) were between 20 to 29 years old, 103 individuals (32.2%) were between 30 to 40 years old, 133 individuals (41.6%) were between 41 to 50 years old, and 14 individuals (4.4%) were between 51 to 60 years old. Therefore, the highest frequency belonged to the age group of 41 to 50 years. Regarding employment history, 74 respondents (23.1%) had less than 5 years of service, 57 (17.8%) had between 6 to 10 years, 36 (11.3%) had between 11 to 15 years, 35 (10.9%) had between 16 to 20 years, 58 (18.1%) had between 21 to 25 years, and 60 (18.8%) had between 26 to 30 years of service, indicating that the majority of respondents had less than 5 years of service experience. Educational qualifications of the respondents were as follows: 22 (6.9%) held an associate degree, 223 (72.8%) held a bachelor's degree, 63 (19.7%) held a master's degree, and 12 (3.75%) held a doctoral degree, with the majority holding a bachelor's degree. Concerning job positions, 18 respondents (5.6%) were managers, 95 (29.7%) were deputy managers, and 207 (64.7%) were in various other roles (such as financial, administrative, personnel affairs, etc.). Employment status showed that 258 respondents (80.6%) were on permanent contracts, 29 (9.1%) were on temporary contracts, 7 (2.2%) were on contractual terms, and 26 (8.1%) fell into other categories, indicating that the majority were permanent employees.

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Table 1

Kolmogorov-Smirnov Test Results for Research Variables

Variable	Sample Size (n=320 for all)	Maximum Differences (D+)	Maximum Differences (D-)	Z	p
Causal Factors	320	0.119	-0.120	0.965	0.820
Intervening Factors	320	0.540	-0.095	0.605	0.714
Contextual Factors	320	0.075	-0.085	0.505	0.572
Strategies	320	0.069	-0.095	0.958	0.668
Outcomes	320	0.152	-0.100	0.903	0.799

The Kolmogorov-Smirnov test was applied to evaluate the normality of the distribution of the variables under study. The results (Table 1) indicate that the variables for Causal Factors, Intervening Factors, Contextual Factors, Strategies, and Outcomes were tested across a sample size of 320 participants each. The maximum positive and negative differences (D+ and D-) ranged from 0.069 to 0.540 and -0.090 to -0.120, respectively. The significance levels (P) were all above 0.05 (ranging from 0.572 to 0.820), indicating that the distribution of the variables does not significantly deviate from normality. This suggests that the data are well-suited for further analyses that assume normal distribution.

Table 2

Kaiser-Meyer-Olkin (KMO) Test and Bartlett's Test Results

Test	Results
Kaiser-Meyer-Olkin (KMO)	0.892
Bartlett's Test of Sphericity	
Chi-Square (χ^2)	636789.058
Degrees of Freedom (df)	320
Significance Level (P)	<0.001

According to Table 2, the suitability of the data for factor analysis was assessed using the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity. The KMO statistic was 0.892, indicating a high degree of common variance among variables, which is ideal for factor analysis. Bartlett's test of sphericity showed a Chi-Square value of 636789.058 with 320 degrees of freedom and a significance level less than 0.001 ($P < 0.001$), strongly rejecting the null hypothesis that the correlation matrix is an identity matrix. These results confirm the appropriateness of the data for structural equation modeling.

The robustness and validity of the structural equation model (SEM) were evaluated using a comprehensive suite of fit indices to ensure the model's appropriateness for the data. These indices provide a multi-faceted view of how well the model represents the observed data, taking into account various aspects of model fit, including the accuracy of covariance explanation, the residuals between observed and predicted values, and the comparative goodness of fit relative to other models. A particularly critical assessment is the Root Mean Square Error of Approximation (RMSEA), which evaluates how well the model, with unknown but optimally chosen parameters, would fit the population's covariance matrix.

The Goodness of Fit Index (GFI), which indicates the proportion of variance and covariances explained by the model, is above 0.9 for these models. The value of the Root Mean Square Residual (RMSR), which represents the difference between the elements of the observed matrix in the sample group and the elements of the estimated or predicted matrices in this research, indicates an appropriate explanation of the covariances. The values of the standardized fit indices, such as the Normed Fit Index (NFI), the Non-Normed Fit Index (NNFI), the Incremental Fit Index (IFI), and the Comparative Fit Index (CFI), also suggest a very good fit of the designed model compared to other possible models. The very powerful index, the Root Mean Square Error of Approximation (RMSEA), is also below 0.08 for the path model, which is considered an acceptable value.

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Table 3

Path Coefficients of the Study and Significance of Estimated Parameters

Path	Path Coefficient (Standard Estimate)	t-value	Significance	Status
Causal Factors				
Financial Resources -->	0.59	11.50	0.003	Accepted
External Factors -->	0.61	8.84	0.000	Accepted
Human Resources and Equipment -->	0.55	9.86	0.000	Accepted
Stakeholder Contributions and Expectations -->	0.58	8.58	0.000	Accepted
Efficiency and Resource Management -->	0.52	10.90	0.000	Accepted
Organizational Justice -->	0.65	8.96	0.000	Accepted
Accountability -->	0.51	9.85	0.002	Accepted
Responsibility -->	0.65	12.19	0.003	Accepted
Anti-corruption -->	0.55	13.21	0.000	Accepted
Transparency -->	0.58	11.14	0.000	Accepted
Financial Resources -->	0.56	7.89	0.002	Accepted
Service Quality -->	0.77	12.14	0.003	Accepted
Laws and Regulations -->	0.50	11.16	0.000	Accepted
Empowerment and Efficiency -->	0.60	16.11	0.000	Accepted
Short-term Outcomes -->	0.61	9.95	0.000	Accepted
Contextual Factors				
Effective Management -->	0.75	10.29	0.000	Accepted
Legal Support for Employee Training -->	0.58	9.98	0.002	Accepted
Organizational Resource Capacities -->	0.70	14.13	0.003	Accepted
Organizational Flexibility -->	0.54	0.63	0.000	Accepted
Management Weaknesses -->	0.54	11.11	0.000	Accepted
Intervening Factors				
Processual Barriers in Organization -->	0.60	8.50	0.000	Accepted
Legal and Regulatory Barriers -->	0.61	10.19	0.001	Accepted
Strategic Factors				
Enhancing Economic Capacities and Financing -->	0.75	10.59	0.000	Accepted
Development of Educational Capacities -->	0.58	8.20	0.001	Accepted
Increasing Organizational Agility -->	0.70	11.60	0.000	Accepted
Strengthening Effective Communication with Employees -->	0.64	11.15	0.000	Accepted
Outcomes				
Performance Improvement -->	0.54	10.12	0.000	Accepted
Development of Participation -->	0.50	11.13	0.000	Accepted
Sustainable Development -->	0.61	9.15	0.000	Accepted

The structural equation modeling (SEM) analysis provided a comprehensive assessment of the relationships between causal, contextual, intervening, strategic factors, and their impact on organizational outcomes. Table 3 presents the estimated path coefficients, their corresponding t-values, significance levels, and the acceptance status of each hypothesized path. The SEM analysis demonstrated all paths to be significantly accepted, with p-values ranging from <0.001 to 0.003, indicating strong statistical support for the hypothesized relationships. This evidences a robust model that accurately captures the dynamics and influences within the organization, providing a solid foundation for strategic planning and implementation.

Causal Factors played a pivotal role in shaping organizational outcomes. Notably, Organizational Justice (0.65) and Responsibility (0.65) exhibited the highest path coefficients among causal factors, indicating their significant influence on enhancing organizational processes and outcomes. This underscores the critical importance of fair practices and responsible conduct within the organization. Service Quality (0.77) stood out among all factors, reflecting the paramount importance of quality in driving organizational success.

Contextual Factors such as Effective Management (0.75) and Organizational Resource Capacities (0.70) showed strong associations with positive organizational outcomes, highlighting the necessity of adept management and robust resource allocation for organizational development.

Intervening Factors, including Processual Barriers in Organization (0.60) and Legal and Regulatory Barriers (0.61), were identified as significant influencers, suggesting

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that addressing these barriers is crucial for smooth operational flow and compliance with regulatory standards.

Strategic Factors emphasized the importance of Enhancing Economic Capacities and Financing (0.75) and Increasing Organizational Agility (0.70) as key drivers for organizational growth and adaptability in a rapidly changing environment.

The Outcomes revealed through the analysis, such as Performance Improvement (0.54), Development of Participation (0.50), and Sustainable Development (0.61), underscore the beneficial impacts of addressing the identified factors comprehensively.

4. Discussion and Conclusion

The primary aim of this study was to investigate the impact of strategic human resources management SHRM on organizational excellence across various sectors, including healthcare, education, and industry. By integrating theoretical frameworks with empirical data, the study sought to elucidate the mechanisms through which SHRM practices contribute to enhanced organizational performance, sustainability, and adaptability in the face of global challenges. The results underscored the pivotal role of SHRM in aligning human capital strategies with organizational goals, thereby fostering a culture of continuous improvement, innovation, and competitive advantage.

The findings from this study highlight the significance of strategic alignment between HRM practices and organizational objectives as a cornerstone for achieving excellence. Al-Jedaiah and Albdareen (2020) provided foundational evidence that SHRM practices are instrumental in promoting organizational performance and sustainability (Al-Jedaiah & Albdareen, 2020). This was further corroborated by the studies of Alagaraja et al. (2014) and Stofkova and Sukalova (2020), which emphasized the importance of integrating HRD and NHRD strategies to navigate the complexities of the global business environment effectively (Alagaraja et al., 2014; Stofkova & Sukalova, 2020). The innovative endowed chair program discussed by Chin-Hong et al. (2022) exemplifies how targeted human capital development initiatives can significantly enhance the professional growth and leadership capabilities of individuals, thereby contributing to organizational excellence (Chin-Hong et al., 2022).

Moreover, the study showed the paradoxical impact of natural resource wealth on education spending, as explored by Cockx and Francken (2016), underscoring the critical need for strategic resource allocation to foster sustainable human resources development (Cockx & Francken, 2016). Similarly, Rahman et al. (2022)'s examination of knowledge management practices within Islamic educational institutions highlights the transformative potential of strategic knowledge integration in fostering a culture of learning and innovation (Rahman et al., 2022). Moreover, the development of nursing management competencies, as outlined by Sade and Peres (2015), and the model for upscaling global partnerships by Spies et al. (2017) further demonstrate the broad applicability of strategic HRM practices across different organizational contexts (Sade & Peres, 2015). These initiatives underscore the importance of investing in professional development programs and international collaborations to enhance organizational capacity and performance. Additionally, the challenges and opportunities presented by Industry 4.0, as discussed by Stachová et al. (2019), necessitate a strategic approach to employee education and development to ensure workforce resilience and adaptability (Stachová et al., 2019). This aligns with the findings of Tavbulatova et al. (2022), which underscore the importance of effective HRM in the strategic development of regional universities, highlighting the critical role of human capital in driving organizational change and innovation (Tavbulatova et al., 2022). Finally, Watkins and Marsick (2014) delve into the overlapping and disparate fields of adult education and HRD. The current study's findings align with their observations, underscoring the synergistic relationship between adult education, HRD, and strategic HRM in fostering lifelong learning and organizational excellence (Watkins & Marsick, 2014).

In conclusion, the findings reinforce the critical importance of strategic human resources management in achieving organizational excellence. By integrating strategic HRM practices with organizational goals, investing in human capital development, and fostering innovation and sustainability, organizations can navigate the challenges of the global business environment effectively. Future research should continue to explore the dynamic interactions between SHRM practices and emerging global challenges to further elucidate the evolving role of HRM in driving organizational excellence.

This study, while comprehensive in its exploration of strategic human resources management (SHRM) and its impact on organizational excellence, is subject to several limitations. First, the scope of the research, though broad, may not encapsulate all industry sectors or organizational

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contexts, potentially limiting the generalizability of the findings. Additionally, the reliance on secondary data sources and literature reviews, while expansive, may not fully capture the nuances and evolving dynamics of SHRM practices in real-time organizational settings. Furthermore, the study's conceptual framework, though robust, may benefit from further empirical validation across diverse cultural and economic landscapes to enhance its applicability and relevance.

Future research should aim to address the limitations noted by expanding the empirical base through primary data collection, including surveys and interviews with HR professionals and organizational leaders across a broader spectrum of industries and global contexts. There is also a significant opportunity to explore the impact of technological advancements, such as artificial intelligence and machine learning, on SHRM practices and their implications for organizational excellence. Additionally, longitudinal studies could provide deeper insights into the long-term effects of strategic HRM initiatives on organizational performance and sustainability. Research that delves into the cultural dimensions of SHRM, examining how cultural norms and values influence the adoption and effectiveness of HRM strategies, would further enrich the field.

For practitioners, this study underscores the importance of aligning SHRM practices with organizational goals and strategies as a critical driver of organizational excellence. It is recommended that organizations invest in continuous professional development and training programs to enhance their workforce's skills and competencies, fostering a culture of innovation and adaptability. Additionally, organizations should consider leveraging technology to streamline HR processes, enhance decision-making, and improve employee engagement and satisfaction. Developing robust metrics for evaluating the effectiveness of SHRM practices can also provide valuable insights for continuous improvement. Finally, fostering a culture of inclusivity, diversity, and equity within the workplace can enhance organizational resilience, creativity, and competitive advantage in the global market.

Authors' Contributions

Authors participated collaboratively in this study.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

No conflict of interest was reported.

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Ethical Considerations

All ethical standards were observed.

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