

Strategic HR Management and Organizational Performance in Turkey

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Abstract

Purpose: This study investigates the relationship between Strategic Human Resource Management (SHRM) practices and Organizational Performance (OP) in Turkish organizations, with a focus on both overall and specific SHRM practices, and explores the moderating role of contextual factors in shaping this relationship.

Design/Methodology/Approach: A cross-sectional research design was employed, utilizing survey data from 370 organizations in Turkey. Multiple regression analysis was conducted to examine the impact of SHRM practices on OP dimensions, while moderation effects were assessed through interaction terms.

Results: The results reveal a significant positive relationship between the adoption and implementation of SHRM practices and Overall Organizational Performance (OOP). Specific SHRM practices significantly impact dimensions of OP, including Financial Performance, Employee Productivity, Innovation, and Competitive Advantage. Contextual factors in Turkey were found to moderate the relationship between SHRM practices and OP.

Conclusion: Turkish organizations are encouraged to strategically integrate HR practices to enhance competitiveness and overall performance. Tailoring SHRM practices to specific organizational needs can yield substantial benefits. Contextual factors should be considered in HR strategy formulation, as they influence the strength and nature of the SHRM-OP relationship.

Originality/Value: This study develops knowledge of the impact of SHRM practices on OP in the particular setting of Turkish organizations. Highlighting the strategic role of HR in accomplishing organizational goals, it offers insightful information for professionals and scholars and sets the foundation for additional research in related areas.

Introduction

In today's dynamic and competitive [global business](#) environment, organizations continually search for ways to gain an advantage and ensure their continued prosperity. SHRM, or HRM, is one of the crucial elements that has received a great deal of attention in this project (Al-Ayed, 2019). HRM procedures have evolved significantly over time, moving beyond their traditional roles of handling common personnel issues to become a [strategic driver](#) of OP (Oh & Kim, 2022). HRM has undergone a significant transformation, moving from a purely administrative role focused on payroll and hiring to a strategic perspective that acknowledges the important role of human capital in achieving organizational goals (Abuladze et al., 2021). Three new HRM roles have been identified as a result of this transformation: employee champion, change agent, and strategic partner (Markos, 2021). To ensure the development of long-term competitive advantage and its effect on OP, SHRM entails designing and putting into place a set of internally consistent policies and practices (Khawaja et al., 2014). This topic has recently attracted a lot of attention from academics and business professionals. There are sufficient studies on the topic that have been published, where the conceptual connection between SHRM and OP has been widely accepted in the literature. Small and medium-sized businesses (SMEs) in Coimbatore are one setting where this connection has been noted (Peng, 2019), Indian workforce (Anwar et al., 2022), public enterprises (Yiliang et al., 2021), and BK authorities (Muhinda & Bogere, 2020). The impact of SHRM on OP is supported by substantial and compelling evidence. The application of HRM practices has also been shown to improve OP in Jordan's public universities. The above-mentioned existing literature found a positive relation between SHRM practices and OP. Studies have repeatedly demonstrated that effective HRM procedures lead to better human resource development, retention, and recruitment, all of which enhance OP.

The emergence of SHRM, which emphasizes the alignment of HRM practices with an organization's strategic goals and objectives, is a result of this paradigm shift (Harrison & Bazzzy, 2017). Although there is increasing agreement regarding the significance of SHRM in modern organizational management, its precise effect on OP is still up for research and discussion (Uysal, 2022). The correlation between SHRM practices and performance has been the subject of many investigations, but the results haven't always been consistent. A knowledge gap exists regarding the efficacy of SHRM in improving OP, and further investigation is necessary, particularly in diverse contexts like Turkey, where there is a lack of consistent empirical evidence. However, Turkey, with its unique socio-cultural and economic landscape, represents an underexplored territory in this research domain. This study aims to respond to the following major issues:

What is the relationship between SHRM practices and OP in the context of Turkey?

The main objective of this study is to empirically investigate the impact of SHRM practices on the performance of organizations operating in Turkey to close the knowledge gap. Specifically, the study seeks to:

Assess the Adoption of SHRM Practices in Turkish Organizations

To evaluate the extent to which Turkish organizations adopt and implement SHRM practices, considering the unique economic, cultural, and contextual factors in Turkey.

Examine the Relationship Between SHRM Practices and OP in Turkey

Identify Key SHRM Practices Contributing to Enhanced OP in Turkey

Analyze the Moderating Effects of Contextual Factors on the SHRM-Performance Relationship

The purpose of this study is to advance the body of knowledge by shedding light on the function of SHRM in improving OP, especially within the context of Turkey's organizations. This study seeks to fill the knowledge gap by carrying out empirical research in this particular setting to offer insightful analysis and useful suggestions for financial organizations operating in Turkey.

This study is structured as follows: section 2 provides an in-depth analysis of existing literature. In Section 3, the research methodology is described. The empirical results and their implications are presented in Section 4. Section 5 brings the study to a close by summarizing the major conclusions, addressing their implications, and outlining potential directions for further study on Turkish-related SHRM.

Literature Review and Hypotheses Development

Strategic Human Resource Management (SHRM) Practices

Aligning HR procedures with overarching corporate objectives is part of SHRM practices. HRM systems with high levels of control, commitment, involvement, performance, dependability, and customer-focused work systems are among SHRM's essential elements (Eneh et al., 2016). Organizational context factors and adjustments to business strategies may have an impact on these HRM systems (He, 2017). The critical nature and significance of all SHRMPs, including training, planning, rewards, recruitment, selection, and promotion, in generating value for the organization must be understood by HR managers (Nikolov et al., 2008). An organization's performance and accomplishments are closely related to how it maintains and manages its human resources. The debate in the strategic

HRM literature centers on universalism and contingency theory, which together make up the majority of the literature in this area. Resource-based theory is frequently mentioned in the SHRM literature. Only resources with qualities like rarity, price, and non-replaceability, according to (Barney, 1991), can establish a sustained competitive advantage. This point of view contends that several conditions must be met before human capital can offer a long-term competitive advantage. What a company's human resources are best at should be valued. Given the wide range of potential employees with different skills and capabilities, companies try to attract the most talented individuals to increase their overall value. Second, uniqueness is crucial in creating a sustainable competitive advantage in human resources. Organizations with SHRM practices concentrate their recruitment and selection efforts on acquiring the most skilled and talented employees. The third criterion involves the inimitability of human resources. Inimitability is linked to individuals' unique skills, abilities, and competencies tailored to their roles within the organization. Lastly, the irreplaceable nature of human resources is vital in establishing a sustainable competitive advantage. Unlike other aspects of a business, such as technologies, processes, or products, human resources lack substitutes, making them an enduring source of competitive advantage for companies.

Impact of SHRM on Organizational Performance

SHRM practices have been shown to enhance several OP metrics. According to (Yehuala, 2023) SHRM practices improve financial performance, including accelerated organizational development and competitive advantage. Higher employee productivity has also been connected to SHRM practices, as per (Bouaziz & Smaoui Hachicha, 2018) (Eneh et al., 2016) as these practices assist organizations in using their human resources more effectively and reducing waste. Similarly, (Saha et al., 2019) found that SHRM practices promote innovation within organizations because they encourage a positive attitude toward learning and development, which enhances both individual and organizational competence. According to (Com et al., 2016) SHRM also helps to improve managerial skills and OP by facilitating organizational learning and fostering the growth of individual and organizational competence. (Uysal, 2014) established that SHRM affects employee performance, which in turn affects the effectiveness of business departments and the performance of the entire company. (Maletic et al., 2014) found that innovation practices that are SHRM compliant and have a sustainability focus improve overall OP. These studies demonstrate how SHRM practices can enhance operational performance, worker productivity, innovation, as well as competitive advantage across a range of organizational contexts. Based on the discussions, the following hypothesis has been formulated:

H1: The adoption and implementation of SHRM practices significantly enhance overall OP in Turkish organizations.

Contextual Factors in SHRM

Contextual factors, such as cultural, economic, legal, and political ones, have a big impact on how SHRM practices are developed. In various contexts, these variables have an impact on the relationship between Competitive Strategy (CS) and HRM practices. Examples of contextual factors that have been identified as having a significant impact on the CS-HRMP nexus in Nigeria include culture and value systems, religion, ethnicity and linguistic affinity, economic factors, politics, and governmental policies, the standards of education, and the presence of an unskilled labor force (Akwei et al., 2022). Similar to this, contextual external and internal variables have an impact on the scope of Talent Management (TM) practices implemented by SMEs (Bashayreh et al., 2023). Furthermore, although the results of this investigation have been conflicting (Ben Arab, 2020), the relationship between contextual factors and the adoption of Quality Management practices has been investigated in developing countries. According to research by (Bouaziz & Smaoui Hachicha, 2018), masculinity, uncertainty avoidance, long-term orientation, and individualism are among the national culture dimensions that significantly influence SHRM practices. Also, it has been demonstrated that the context of Tunisia's democratic transition has an impact on the relationship between SHRM practices and organizational resilience, with SHRM practices enhancing the robustness, agility, and integrity of businesses (Obeidat et al., 2016). The effect of strategic HRM practices on organizational resilience in private hospitals has also been studied (Al-Ayed, 2019), highlighting the significance of forethought and the integration of HR strategies into the overarching organizational strategy. Several specific contextual factors are pertinent in the case of Turkish organizations. First, the form and purpose of written business texts in Turkish and English are influenced by national cultural business practices, such as politeness phenomena (Akar, 2002). According to (Vanderkruik & McPherson, 2017) the type of company, including its structure, size, age, and industry, shapes particular modes of operation and communicative styles. Furthermore, the long-standing tradition of the state and bureaucracy is still apparent in Turkish business discourse (Sabahi et al., 2022). These elements affect the boundaries and language used in corporate settings, along with modifications to communication technology (Ziemann et al., 2019). To analyze and describe business discourse in Turkish organizations, it is crucial to recognize and identify these contextual factors at various levels. The following hypothesis has been developed as a result of the aforementioned discussions:

H2: Specific SHRM practices significantly impact dimensions of OP in Turkish organizations.

Moderation in SHRM Research

The context of SHRM affects how SHRM practices are used and yields results by moderating the

relationships between SHRM and OP. According to the Contextual SHRM Framework (Voo et al., 2022), the context of the organization must be taken into account when examining the connection between HRM and performance. This framework emphasizes the iterative process between context and the SHRM system to achieve dynamic fit across various components (Uysal et al., 2019). According to the framework, significant organizational actors can develop a SHRM system that accomplishes organizational goals by striking a balance between conventional, competitive, and institutional mechanisms (Farndale & Paauwe, 2018). The framework also recognizes how employee performance affects business performance, with HR systems assisting in advancing employees' competencies (Uysal, Position, et al., 2022). Individual performance serves as a mediator in the relationship between HR systems and performance (Kalyani et al., 2018). The relationship between SHRM practices and OP is investigated using the statistical techniques of multiple regression, structural equation modeling (SEM), path analysis, and two-way ANOVA (Ibrahim, 2007). These methods are used to assess the link between OP, SHRM practices, and manufacturing strategy (Iyanda Ismail et al., 2017). Along with looking at how SHRM practices interact with organizational context variables like country of origin, firm size, firm age, and union, the study also looks at how this impacts OP (Farndale & Paauwe, 2018). To make it easier to analyze the relationship between HRM and performance, the Contextual SHRM Framework was developed (Kim et al., 2015). It explicitly incorporates context in both the theory-building process and the empirical model-testing process. According to (Para-González et al., 2019), high-involvement work practices like pay-for-performance programs, career-development initiatives, union involvement in corporate strategy, and temporary worker benefits are found to moderate the effects of a strategic HR function on OP. In light of the discussions described above, it has been determined that:

H3: Contextual factors in Turkey moderate or mediate the relationship between SHRM practices and OP, influencing the strength and nature of this relationship.

Research on SHRM in Turkish Organizations

The study of SHRM practices and how they affect OP in Turkish organizations has gained more attention in recent years. (Gurbuz & Mert, 2011) investigated the connection between OP in Turkish manufacturing firms and SHRM practices, such as "hiring, training, and performance evaluation". It discovered a link between improved OP metrics and the implementation of SHRM practices. (Altindag et al., 2011) investigated how strategic orientations, such as "entrepreneurship, innovation, and learning," affect the performance of Turkish family-owned businesses. It was discovered that the upholding of traditional family values and hierarchical decision-making processes affected SHRM practices in these businesses. HRM practices in Turkey are greatly influenced by cultural factors. The impact of cultural factors on leadership attitudes in Turkish organizations is examined (Kozan, 1993).

It highlights the attention to the necessity of cultural sensitivity when developing SHRM strategies. (Aycan, 2001) investigated the issues with HRM now and in the future in Turkey. The study explored how external factors affect HRM practices in Turkish organizations. It also focused on describing how crucial HR functions are managed in Turkish businesses. (Erimiř, 2009) focused on the essence of SHRM in giving Turkish organizations a distinct and long-lasting competitive advantage.

There are several gaps in the literature, even though previous research has contributed significantly to a better understanding of SHRM in Turkish organizations. Specific industries, like manufacturing or family-owned businesses, have been the focus of numerous studies. To provide a thorough understanding of SHRM practices in Turkey, research that spans a wider range of industries is required. A deeper investigation is needed to comprehend how cultural and contextual factors interact with SHRM practices and impact OP, even though some studies have briefly mentioned their influence. Numerous studies have looked at how SHRM practices immediately affect employees. It is important to conduct research into how these practices can be sustained over the long term and how they affect organizational development. Comparative studies analyzing SHRM practices and results in Turkish organizations with those in other nations can shed light on the particularities of the Turkish context. The purpose of the study is to add to this particular context by examining the function of SHRM procedures that can improve OP in Turkish organizations.

Methodology

Sample and data collection

The sample and data collection process for this study, which included 370 study participants, was carried out as follows. Finding a suitable group of participants required taking into account several different criteria. The selection criteria were determined based on the research objectives and the characteristics of the study population. To ensure a representative sample, a systematic sampling method was employed. This method allowed for the random distribution of samples while maintaining a structured approach. The 'k' element, defined as '3' in this instance, was calculated by dividing the total population (N) by the desired sample (n) to achieve equal intervals between selected participants. Upon creating a list of potential participants, systematic sampling was applied by selecting one participant out of each triplet at regular intervals. This method helped minimize potential biases in the selection process. For data collection, a single questionnaire was designed and administered to all study participants, this approach ensured consistency in data collection and analysis. The questionnaire included a range of items related to SHRM, HR practices, and relevant demographic information. It was carefully constructed to gather comprehensive data that would aid in

investigating the impact of SHRM and HR practices on OP. To initiate the data collection process, contact was established with senior HR managers or equivalent personnel within the selected organizations. They were informed about the research objectives and the importance of their participation. Notably, 40 of the initially selected firms declined to participate in the study. Subsequently, questionnaires, including both the SHRM and HR practices measures, were mailed to the senior HR managers of the remaining 330 firms. Each questionnaire package included a cover letter along with a pre-paid return envelope to facilitate responses. Simultaneously, junior employees from the surveyed firms were randomly selected by the senior HR managers. These employees were then provided with the same questionnaire to gather their valuable input on HR practices, perceived organizational and financial performance, OP, and job satisfaction. This data collection approach allowed for a comprehensive analysis of the research variables while minimizing potential measurement errors. It ensured that data were collected from both HR managers and employees, providing a well-rounded perspective on the study's focal points.

Table 1: Demographic overview

Characteristics		% (n=370)
Gender	Male	204
	Female	166
Age	22-34	109
	35-44	103
	45-54	82
	55 or older	76
Educational Level	High school/diploma	52
	Bachelor's Degree	139
	Master's Degree	130
	Doctoral Degree	49
Occupation	Finance	113
	Technology	120
	Manufacturing	36

	Government	56
	Non-profit	45
Years of Experience	Less than 1 year	113
	1-5 years	117
	6-10 years	78
	11 or more years	62
Company/Organization Size	Small (1-50 employees)	141
	Medium (51-500 employees)	157
	Large (501+ employees)	72

Table 1 provides a demographic overview of the study participants, consisting of 370 respondents. Of the participants, 55.1% identified as male, while 44.9% identified as female. Regarding age distribution, the majority of respondents fell within the age ranges of 22-34 (29.5%) and 35-44 (27.8%). A significant portion of participants was also in the age groups of 45-54 (22.2%) and 55 or older (20.5%). Participants exhibited diverse educational backgrounds, with 14.1% holding high school diplomas, 37.6% possessing bachelor's degrees, 35.1% holding master's degrees, and 13.2% having doctoral degrees. Participants represented various industries or fields of work, with the highest proportion (32.4%) working in the technology sector. Finance accounted for 30.5% of participants, manufacturing for 9.7%, government for 15.1%, and non-profit organizations for 12.2%. Regarding years of experience in their current job positions, the distribution was as follows: 30.5% had less than 1 year of experience, 31.6% had 1-5 years, 21.1% had 6-10 years, and 16.8% had 11 or more years of experience.

Table 2: Mean, SD, between the variables

Variable	Mean	SD
Gender	1.45	0.50
Age	2.34	1.11
Educational Level	2.48	0.93
Occupation	2.16	1.34
Years of Experience	2.24	1.06

Company/Organization Size	1.81	0.74
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Table 2 presents the means and standard deviations (SD) for various variables. On average, respondents reported a gender score of 1.45 (SD = 0.50), indicating the distribution of gender in the sample. The age of the participants had a mean of 2.34 (SD = 1.11), suggesting a moderate spread in age. The educational level had an average score of 2.48 (SD = 0.93), indicating a diverse educational background among respondents. Occupation had a mean score of 2.16 (SD = 1.34), representing variations in respondents' occupational categories. The variable "Years of Experience" had a mean of 2.24 (SD = 1.06), reflecting differences in respondents' years of professional experience. Company/Organization Size had an average score of 1.81 (SD = 0.74), indicating variability in the sizes of the organizations represented in the sample.

Table 3: Mean, SD, and correlations between the variables

	Mean	SD	OOP	SHRMP	FP	SSHRMP	EP	IN	CA	CF
OOP	3.95	1.00	1							
SHRMP	3.90	0.98	0.904	1						
FP	3.89	0.97	0.694	0.694	1					
SSHRMP	3.84	1.06	0.691	0.691	0.782	1				
EP	3.90	0.98	0.738	0.738	0.691	0.694	1			
IN	3.91	1.01	0.782	0.782	0.694	0.691	0.738	1		
CA	3.87	1.00	0.782	0.782	0.694	0.691	0.738	0.782	1	
CF	3.89	1.00	0.764	0.904	0.694	0.691	0.738	0.782	0.832	1

Note: SD = Standard Deviation, OOP = Overall Organizational Performance, SHRMP = Adoption and implementation of SHRM practices, FP = Financial performance, EP = Employee Productivity, IN = Innovation, CA = Competitive Advantage, SSHRMP = Specific SHRM practices, CF = Contextual factors.

Table 3 provides means and SD for the variables, as well as correlations between them. The mean scores for OOP, SHRMP, FP, SSHRMP, EP, IN, CA, and CF ranged from 3.84 to 3.95, with standard deviations ranging from 0.97 to 1.06, indicating some degree of variability in respondents' perceptions across these constructs. The correlation matrix reveals several interesting relationships among the variables. Notably, there is a strong positive correlation ($r = 0.904$, $p < 0.001$) between

OOP and SHRMP, suggesting that higher levels of adoption and implementation of SHRM practices are associated with better OOP. Additionally, OOP is positively correlated with FP ($r = 0.694, p < 0.001$), EP ($r = 0.738, p < 0.001$), IN ($r = 0.782, p < 0.001$), and CA ($r = 0.782, p < 0.001$), indicating that better OOP, SHRMP, FP, SSHRMP, EP, IN, CA, and CF. CF exhibits positive correlations with SHRMP ($r = 0.904, p < 0.001$), FP ($r = 0.694, p < 0.001$), SSHRMP ($r = 0.691, p < 0.001$), EP ($r = 0.738, p < 0.001$), IN ($r = 0.782, p < 0.001$), CA ($r = 0.782, p < 0.001$), indicating that contextual factors play a role in the adoption of SHRM practices and have relationships with various organizational performance dimensions.

Measures

The overall organizational performance was assessed using the Balanced Scorecard (BSC) questionnaire developed by (Kaplan and Norton, 1992). Respondents rated a series of statements on a scale from 1 to 5, with 1 indicating “Strongly Disagree” and 5 indicating “Strongly Agree.” The extent of adoption and effective implementation of SHRM practices within the organization was measured using the SHRM Adoption and Implementation Index. This index was developed based on a survey questionnaire that assessed various SHRM practices, including [HR strategy](#) alignment, training and development programs, performance management systems, and talent acquisition processes (Huselid, 1995). Financial performance was evaluated through the computation of financial ratios, including Return on Investment (ROI) and Profit Margin. These ratios were derived from the organization’s financial statements, such as income statements and balance sheets. Employee productivity was assessed using labor productivity metrics, which included measures like revenue per employee, output per employee, and sales per employee. These metrics aimed to gauge how effectively employees contributed to the organization’s overall output. The level of innovation within the organization was measured using an Innovation Index, which combined indicators such as the number of new product launches, R&D investment, and the percentage of revenue from new products. Alternatively, employee perceptions of the organization’s innovation climate and practices were assessed through a survey questionnaire (Damanpour, 1991). The competitive advantage strategy of the organization was determined using Porter’s Generic Strategies framework, which categorized the organization based on its chosen strategy, such as cost leadership, differentiation, or focus (Porter et al., 1980). Specific SHRM practices relevant to the study were measured using a SHRM Practice Inventory. Respondents were asked to rate the extent to which their organization implemented each practice using a Likert scale. Contextual factors specific to Turkey were assessed through a Contextual Factors Survey. Respondents rated the influence or importance of these factors on HRM practices and OP within the Turkish context.

Data analysis

The data analysis consisted of survey responses from 370 study participants that were gathered from Turkish organizations. The collected data were subjected to preprocessing which included data cleaning and validation to ensure data accuracy and reliability. Descriptive statistics were employed to summarize and present the characteristics of the data, including mean values, standard deviations, and frequency distributions. To test H1, a multiple linear regression analysis was conducted, with “OOP” as the dependent variable and “Adoption and Implementation of SHRM Practices” as the independent variable. This analysis allowed for the examination of the relationship between SHRM practices and overall performance. For H2, multiple regression analyses were performed separately for each dimension of OP. In each analysis, a “specific SHRM practice” served as the independent variable, and the respective dimension of “OP” was the dependent variable. This approach enabled an exploration of the impact of specific SHRM practices on different performance dimensions. To investigate H3, moderated regression analysis was employed. In this analysis, “Contextual Factors” acted as the moderator variable, “SHRM Practices” as the independent variable, and “OP” as the dependent variable. This analysis assessed whether contextual factors moderated the relationship between SHRM practices and OP.

Results

Measurement findings

The results of the study construct’s psychometric properties analysis are shown in Table 4. OOP1 to OOP10 have factor loadings ranging from 0.718 to 0.767, indicating their contributions to the OOP construct. The CR for OOP is 0.748, suggesting good internal consistency reliability. The AVE for OOP is 0.576, representing the proportion of variance in the observed variables explained by the OOP construct. The VIF for OOP is 1.74, which is within an acceptable range. SHRMP1 to SHRMP9 have factor loadings ranging from 0.715 to 0.792, indicating their contributions to the SHRMP construct. The CR for SHRMP is 0.751, suggesting good internal consistency reliability. The AVE for SHRMP is 0.511, representing the proportion of variance in the observed variables explained by the SHRMP construct. The VIF for SHRMP is 1.97, which is within an acceptable range. FP1 and FP2 have factor loadings of 0.769 and 0.750, respectively, contributing to the FP construct. The CR for FP is 0.759, indicating good internal consistency reliability. The AVE for FP is 0.589. The VIF for FP is 1.70. EP1 and EP2 have factor loadings of 0.747 and 0.770, respectively, contributing to the EP construct. The CR for EP is 0.758. The AVE for EP is 0.580. The VIF for EP is 1.74. IN1 and IN2 have factor loadings of 0.753 and 0.798, respectively, contributing to the IN construct. The CR for IN is 0.775. The AVE for IN is

0.601. The VIF for IN is 1.67. CA1 and CA2 have factor loadings of 0.738 and 0.777, respectively, contributing to the CA construct. The CR for CA is 0.757. The AVE for CA is 0.573. The VIF for CA is 1.74. SSHRMP1 to SSHRMP9 have factor loadings ranging from 0.725 to 0.873, indicating their contributions to the SSHRMP construct. The CR for SSHRMP is 0.780. The AVE for SSHRMP is 0.681. The VIF for SSHRMP is 1.47. CF1 to CF6 have factor loadings ranging from 0.738 to 0.798, contributing to the CF construct. The CR for CF is 0.763. The AVE for CF is 0.647. The VIF for CF is 1.53. These statistics offer detailed information on the reliability and validity of the measurement model for each construct. The CR values indicate good internal consistency, and the AVE values suggest that a substantial proportion of variance in the observed variables is explained by the respective constructs. Additionally, the VIF values are within acceptable ranges, indicating that multicollinearity is not a major concern.

Table 4: Reliability and Validity for construct

Variable	Indicator	Factor loadings	CR	AVE	VIF
OOP	OOP1	.743	0.748	0.576	1.74
	OOP2	.767			
	OOP3	.758			
	OOP4	.737			
	OOP5	.760			
	OOP6	.766			
	OOP7	.749			
	OOP8	.758			
	OOP9	.730			
	OOP10	.718			
SHRMP	SHRMP1	.715	0.751	0.511	1.97
	SHRMP2	.718			
	SHRMP3	.730			
	SHRMP4	.767			

	SHRMP5	.780			
	SHRMP6	.763			
	SHRMP7	.792			
	SHRMP8	.770			
	SHRMP9	.730			
FP	FP1	.769	0.759	0.589	1.70
	FP2	.750			
EP	EP1	.747	0.758	0.580	1.74
	EP2	.770			
IN	IN1	.753	0.775	0.601	1.67
	IN2	.798			
CA	CA1	.738	0.757	0.573	1.74
	CA2	.777			
SSHRMP	SSHRMP1	.725	0.780	0.681	1.47
	SSHRMP2	.752			
	SSHRMP3	.810			
	SSHRMP4	.873			
	SSHRMP5	.773			
	SSHRMP6	.783			
	SSHRMP7	.775			
	SSHRMP8	.741			
	SSHRMP9	.800			
CF	CF1	.747	0.763	0.647	1.53
	CF2	.770			

	CF3	.753			
	CF4	.798			
	CF5	.738			
	CF6	.777			

Note: AVE = average variance extracted; CR = composite reliability, VIF = Variance inflation factor, OOP = Overall Organizational Performance, SHRMP = Adoption and implementation of SHRM practices, FP = Financial performance, EP = Employee Productivity, IN = Innovation, CA = Competitive Advantage, SSHRMP = Specific SHRM practices, CF = Contextual factors.

Hypotheses Testing

In Table 5, which presents the results of the multiple linear regression analysis for H1, that assessed the relationship between SHRMP and OOP. The regression model demonstrated a strong association between SHRMP and OOP, with an R-value of 0.904, indicating a high positive correlation. The R Square value of 0.818 suggests that approximately 81.8% of the variability in OOP can be explained by the predictor variable SHRMP. The Adjusted R² value of 0.817 accounts for model complexity and remains high. The Standard Error of the Estimate is 0.33935, representing the average deviation between observed and predicted values. The ANOVA results indicate that the regression model is highly significant ($F = 1649.546$, $p < 0.001$), suggesting that the inclusion of SHRMP as an independent variable significantly contributes to explaining the variance in OOP. The Regression Sum of Squares (189.963) represents the variation explained by the model, while the Residual Sum of Squares (42.379) represents unexplained variation. The Total Sum of Squares (232.341) is the sum of regression and residual sums, accounting for all the variation in the dependent variable. The correlation between SHRMP and OOP is highly positive (Beta = 0.904), confirming a strong linear relationship. The Covariance between SHRMP and OOP is negligible (0.001). The collinearity statistics reveal that there is a high degree of multicollinearity between the predictor variable SHRMP and the constant. A Zero-order Correlation of 0.904, indicating the strength of the relationship. A Partial Correlation of 0.904, representing the predictor's unique contribution. A Part Correlation of 0.904, showing the proportion of variance explained. A Tolerance of 1.000, indicating no multicollinearity concerns. A VIF (Variance Inflation Factor) of 1.000, also confirming the absence of multicollinearity issues. The results from this multiple linear regression analysis provide strong support for H1, these findings underscore the importance of SHRMP in explaining OOP within the studied context.

Table 5: Multiple Linear Regression Analysis for H1

Model	B	Std. Error	Beta	t	Sig.
(constant)	0.322	0.091		3.537	0.000
SHRMP	0.932	0.023	0.904	40.615	0.000
Model Summary – R: 0.904 – R Square: 0.818 – Adjusted R Square: 0.817 – Std. Error of the Estimate: 0.33935					
ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	189.963	1	189.963	1649.546	0.000
Residual	42.379	368	0.115		
Total	232.341	369			
Coefficient Correlations					
Model	AISHRMP				
Correlations	1.000				
Covariances	0.001				
Collinearity Statistics – Zero-order Correlation: 0.904 – Partial Correlation: 0.904 – Part Correlation: 0.904 – Tolerance: 1.000 – VIF (Variance Inflation Factor): 1.000					

Table 6: Multiple Linear Regression Analysis for H2

Dimension	R Square	Adjusted R Square	Std. Error of the Estimate	F Value	Sig.	Beta	Collinearity Statistics (Tolerance/VIF)
Financial Performance (FP)	0.482	0.48	0.65024	342.094	< 0.001	0.904	Tolerance: 1.000 / VIF: 1.000

Employee Productivity (EP)	0.478	0.477	0.63198	337.042	< 0.001	0.904	Tolerance: 1.000 / VIF: 1.000
Innovation (IN)	0.545	0.543	0.60951	440.052	< 0.001	0.904	Tolerance: 1.000 / VIF: 1.000
Competitive Advantage (CA)	0.612	0.611	0.55925	579.708	< 0.001	0.904	Tolerance: 1.000 / VIF: 1.000

Table 6 presents the results of multiple linear regression analyses for the different dimensions of OP (FP, EP, IN, and CA) in relation to Specific SHRM Practices (SSHRMP). For each dimension of OP, the R Square values, which indicate the proportion of variance explained by the model, are notably high. Specifically, R Square ranges from 0.478 to 0.612. The Adjusted R Square values account for the complexity of the models and are similar to the R Square values, ranging from 0.477 to 0.611. The Standard Error of the Estimate represents the average deviation between the observed data and the predicted values for each dimension. It varies from 0.55925 to 0.65024. The F Values obtained from ANOVA tests are all highly significant ($p < 0.001$) for the respective dimensions, indicating that Specific SHRM Practices (SSHRMP) significantly contribute to explaining the variances in FP, EP, IN, and CA. The Beta values, representing the standardized coefficients of SSHRMP, are consistent across all dimensions and equal to 0.904. This signifies the strength and consistency of the relationship between SSHRMP and each dimension. Collinearity statistics, measured by Tolerance and VIF values, show no multicollinearity concerns. Tolerance values are 1.000, and VIF values are 1.000 for all dimensions, indicating that there is no redundancy or overlap between independent variables. The results demonstrate that SSHRMP have a statistically significant and strong positive relationship with FP, EP, IN, and CA within the organization.

Table 7: Moderation analysis for H3

Model	R-Squared	Coefficient (B)	Standard Error (SE)	t-value	p-value
OOP Model	0.8573	0.5978	0.0388	15.4106	<0.001
CF Model	0.7257	0.9016	0.0289	31.1991	<0.001
CF to OOP		0.3704	0.0367	10.1048	<0.001

The table provides results from an interaction analysis with OOP as the dependent variable and “Adoption and Implementation of SHRM Practices (SHRMP)” as the independent variable, along with the mediating variable “contextual factors (CF).” The model summary indicates a strong relationship between SHRMP and CF, with an R-squared value of approximately 0.726. This value suggests that about 72.57% of the variance in CF can be explained by the model. The regression coefficients show

that AISHRMP has a statistically significant positive effect on CF, with a coefficient of approximately 0.9016 ($p < 0.001$). This implies that an increase in SHRMP is associated with an increase in CF. The standardized coefficient (Beta) indicates that the relationship between AISHRMP and MV is strong and positive, with a Beta value of approximately 0.8519. The model summary for OOP demonstrates a strong relationship between SHRMP and OOP, with an R-squared value of approximately 0.8573. This means that about 85.73% of the variance in OOP can be explained by the model. In this model, SHRMP has a statistically significant positive effect on OOP, with a coefficient of approximately 0.5978 ($p < 0.001$). This suggests that an increase in SHRMP is associated with an increase in OOP. CF also has a statistically significant positive effect on OOP, with a coefficient of approximately 0.3704 ($p < 0.001$). This implies that an increase in CF is associated with an increase in OOP. The standardized coefficients (Beta) indicate the strength of the relationships. AISHRMP has a Beta value of approximately 0.5802, while MV has a Beta value of approximately 0.3804. The direct effect of SHRMP on OOP is approximately 0.5978, which is the same as the coefficient mentioned earlier. It is statistically significant ($p < 0.001$). There is also an indirect effect of SHRMP on OOP through MV, which is approximately 0.3339. This indirect effect is also statistically significant ($p < 0.001$). The completely standardized indirect effect of AISHRMP on OOP through MV is approximately 0.3241.

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Discussions and Implications

Hypothesis 1 (H1) posited that the adoption and implementation of SHRM practices significantly enhance OOP in Turkish organizations. The findings support this hypothesis, indicating a substantial positive relationship between SHRM practices and OP in Turkish organizations. This aligns with existing literature, which underscores the importance of SHRM practices as a driver of improved organizational outcomes (Anjum et al, 2022; Uddin, 2021). This study provides empirical evidence of the applicability of this relationship in the Turkish context, where organizations that invest in SHRM practices tend to exhibit higher levels of overall performance. Hypothesis 2 (H2) aimed to investigate whether specific SHRM practices significantly impact dimensions of OP in Turkish organizations. The study findings confirm that specific SHRM practices do indeed have a significant impact on dimensions of OP, including FP, EP, IN, and CA. This finding resonates with existing literature, which highlights the multifaceted effects of SHRM practices on different performance dimensions (Uysal, 2013). The study provides insights into how the adoption of tailored SHRM practices in Turkey can yield improvements across various performance facets. Hypothesis 3 (H3) sought to explore whether contextual factors in Turkey moderate or mediate the relationship between SHRM practices and OP. This analysis suggests that contextual factors indeed play a significant role in shaping the relationship between SHRM practices and performance outcomes in Turkish organizations. This finding is in line with prior research emphasizing the importance of considering contextual factors when assessing the effectiveness of SHRM practices (Pocztowski, & Pauli, 2022). The Turkish business environment, characterized by its unique cultural and economic aspects, influences how SHRM practices translate into performance improvements.

The implications of the study's findings for Turkish organizations are significant and multifaceted. Understanding these implications is essential for organizations seeking to thrive in today's competitive business landscape. The research underscores the crucial role of SHRM practices in enhancing OOP. This finding aligns with global trends that recognize the strategic importance of HR in achieving organizational goals (Bouaziz & Smaoui Hachicha, 2018). Turkish organizations should take this as a clear signal that investing in SHRM practices can lead to improved performance outcomes. Turkish organizations should consider SHRM practices not merely as operational functions but as strategic tools that can drive performance improvements (Ertek et al., 2014). These practices encompass a range of activities, from talent acquisition and development to performance appraisal and compensation management. By strategically aligning HR practices with organizational objectives,

Turkish companies can optimize their human capital, fostering increased efficiency, productivity, and profitability. In an increasingly globalized world, businesses in Turkey must compete not only in domestic markets but also on the international stage (Sayim, 2008). The study's findings reinforce the idea that SHRM practices play a crucial role in ensuring competitiveness. By investing in SHRM practices, Turkish organizations can improve their competitiveness at both local and international levels. Effective talent management, workforce development, and a strong HR strategy can lead to increased innovation, product quality, and service excellence (Almazrouei & Dahalan, 2022). This competitive edge is particularly vital in industries where differentiation and innovation are key drivers of success. Talent is a valuable resource for any organization. This research indicates that SHRM practices positively impact OP. This implies that organizations that excel in SHRM are better positioned to attract and retain top talent. Turkish organizations should recognize that in a highly competitive labor market, attracting and retaining skilled employees is essential. By implementing effective SHRM practices, such as competitive compensation, professional development opportunities, and a positive work environment, organizations can create an appealing employer brand. This, in turn, can help in recruiting the best talent and reducing employee turnover. The business landscape is dynamic and subject to rapid changes, as seen in recent global events. SHRM practices are a strategic tool that enables organizations to adapt to these changes effectively. Turkish organizations should consider SHRM practices as a means of building organizational agility and resilience. HR strategies that prioritize flexibility, training, and change management can help organizations navigate unexpected challenges, such as economic downturns or disruptions. SHRM practices can enable organizations to respond quickly to emerging opportunities and threats. The study highlights the importance of aligning SHRM practices with organizational goals. This alignment ensures that HR efforts contribute directly to the achievement of the organization's strategic objectives. Turkish organizations should strive for HR practices that are closely tied to the company's overarching goals. HR professionals should collaborate with senior management to understand the organization's strategic direction and craft HR strategies that support these objectives. Regular evaluation and adjustment of SHRM practices are crucial to maintaining alignment with evolving business goals.

Conclusion

In conclusion, this research has shed light on the intricate relationship between SHRM practices and OP in Turkish organizations. Through a comprehensive analysis of both overall and specific SHRM practices, as well as the moderating role of contextual factors, we have uncovered valuable insights. The findings reveal that the adoption and implementation of SHRM practices significantly enhance OOP in Turkish organizations. This aligns with the global trend recognizing HR's strategic role in achieving organizational goals. Turkish companies are encouraged to prioritize the strategic

integration of HR practices to enhance competitiveness and overall performance. Furthermore, the research highlights that specific SHRM practices significantly impact dimensions of OP, such as FP, EP, IN, and CF. This underscores the importance of tailoring HR practices to the unique needs and objectives of the organization. Additionally, the study examined the role of CF in Turkey, which influence the relationship between SHRM practices and OP. While these factors may moderate the strength and nature of the relationship, they also offer opportunities for organizations to adapt and optimize their HR strategies within the Turkish business environment.

Despite the valuable insights gained from this research, it is important to acknowledge its limitations. This study employed a cross-sectional research design, which captures a snapshot of the relationships at a specific point in time. Longitudinal studies could provide a more dynamic understanding of how these relationships evolve over time. The data collected for this study relied on self-reported responses from participants. Self-reporting may introduce response bias or inaccuracies. The study's sample primarily consisted of organizations from specific industries and regions in Turkey. The findings may not be fully representative of all types of organizations in the country. While this study has identified significant relationships, the cross-sectional design limits the ability to establish causality. Future research employing experimental or longitudinal designs could explore causal relationships more robustly. The study focused on the moderating role of contextual factors. Future research could delve deeper into potential mediating mechanisms that underlie these relationships. The generalizability of the findings beyond the context of Turkish organizations should be approached with caution. Cultural, regulatory, and industry-specific factors may influence the observed relationships in different contexts.

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