

STRATEGIC HUMAN CAPITAL MANAGEMENT AS A CATALYST FOR ENHANCING ORGANIZATIONAL EFFECTIVENESS: AN EMPIRICAL INVESTIGATION

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Abstract: The present study investigates the impact of key Strategic Human Capital Management (SHCM) practices on organizational effectiveness within the Indian manufacturing sector. The research was conducted among three large-scale manufacturing firms located in Andhra Pradesh, India. A total of 600 structured questionnaires were distributed to employees, of which 541 valid responses were received for further analysis. To examine the data and test the proposed relationships, various statistical techniques were employed, including the Kolmogorov–Smirnov test for normality, Bartlett’s test for homogeneity of variances, Ordinal logistic regression analysis. The results of the statistical analysis reveal that SHCM practices have a statistically significant impact on organizational effectiveness. The findings suggest that effective implementation of strategic human capital management practices contributes substantially to improved human capital outcomes and overall organizational performance. The study offers valuable insights for manufacturing organizations seeking to enhance their competitiveness and effectiveness through strategic management of human resources.

Key words: Strategic Human Capital Management, Human capital, Manufacturing organizations, Organizational effectiveness

INTRODUCTION

In today’s highly competitive and dynamic business environment, organizations encounter increasing challenges in attracting, developing, and retaining talented employees. The growing complexity of markets, rapid technological advancements, and evolving workforce expectations have intensified the need for effective human capital strategies. In this context, Strategic Human Capital Management (SHCM) practices have emerged as a critical mechanism for addressing these challenges and enhancing organizational competitiveness. SHCM practices emphasize the strategic alignment of human resource initiatives with organizational goals, thereby transforming human capital into a valuable source of competitive advantage. By systematically focusing on talent acquisition, employee development, performance management, and engagement, organizations can enhance workforce capabilities and strengthen overall organizational effectiveness. High-performing organizations increasingly align their Human Resource Management (HRM) policies with overall business strategies to enhance organizational performance and achieve sustainable competitive advantage (Altarawneh, 2010). Human capital, as a vital intangible asset, significantly enhances a firm’s capacity for innovation, efficiency, and adaptability, thereby strengthening its competitive advantage. Organizations that effectively manage and leverage their human capital are more likely to achieve higher profitability and improved market valuation, highlighting its strategic importance in sustaining long-term organizational performance (Clarke et al. 2011). Human Capital Management (HCM) significantly influences organizational performance, as employees’ knowledge, skills, and experience directly contribute to organizational effectiveness. Additionally, strategic managerial decisions enhance employee contributions, thereby promoting improved performance and overall business success (Felício et al., 2014). Previous research emphasizes that human capital is a critical organizational resource that plays a significant role in achieving organizational goals and enhancing overall organizational performance (Muhibul Haq, 2016). Human capital serves as a fundamental component in the formation and effective utilization of intellectual capital. It encompasses employees’ competencies, experience, creativity, and knowledge, which collectively provide the foundation for developing and strengthening other forms of intellectual capital within an organization (Zioło, 2018). Strategic human capital is largely driven by the value of knowledge and has the potential to generate substantial returns on human capital investments while influencing employee mobility patterns. Innovation and knowledge are widely recognized as key sources of competitive advantage, enabling organizations to differentiate themselves and sustain a strategic position in dynamic market environments (Knudsen & Lasse, 2023).

HYPOTHESIS DEVELOPMENT

Drawing on the research contribution of Marcel van Marrewijk (2003), the findings of the present study highlight the importance of recruiting candidates who are well aligned with specific job roles through effective recruitment and selection practices. Such alignment between individual competencies and organizational requirements enhances employee performance and overall organizational effectiveness. Furthermore, organizations can achieve improved outcomes by developing human capital through effective recruitment, continuous training, and strategic retention practices that foster workforce creativity and adaptability (AlQershi, 2021). Strategic Human Capital Management (SHCM) practices are grounded in the **Resource-Based View (RBV)**, which posits that valuable, rare, inimitable, and non-substitutable resources—such as human capital—serve as key drivers of sustainable competitive advantage (Jay Barney, 1991). Human capital, when effectively managed through structured HR practices, enhances organizational effectiveness by improving employee capabilities, engagement, and productivity. Based on the research framework and supporting empirical evidence, the following hypothesis was proposed.

Manpower Planning and Organizational Effectiveness

Manpower planning involves the systematic forecasting and allocation of human resources in alignment with organizational strategic objectives. Effective workforce planning helps organizations minimize skill gaps, optimize resource utilization, and enhance operational efficiency. Strategic alignment between HR practices and business strategy has been shown to significantly improve organizational performance (Wright & McMahan, 1992).

H1: Manpower planning has a significant positive influence on organizational effectiveness.

Recruitment and Selection and Organizational Effectiveness

Recruitment and selection practices enable organizations to attract and retain competent employees whose skills and abilities align with organizational requirements. Effective staffing practices contribute to improved productivity, reduced turnover, and enhanced firm performance (Huselid, 1995).

H2: Recruitment and selection have a significant positive influence on organizational effectiveness.

Onboarding and Organizational Effectiveness

Structured onboarding programs facilitate employee socialization by clarifying roles, expectations, and organizational culture. Effective onboarding enhances employee commitment, job satisfaction, and early productivity, thereby improving organizational outcomes (Van Maanen & Schein, 1979).

H3: Onboarding has a significant positive influence on organizational effectiveness.

Compensation Policy and Organizational Effectiveness

Compensation policies aligned with performance objectives serve as important motivational mechanisms that reinforce desired employee behaviors. Expectancy theory suggests that employees exert greater effort when rewards are clearly linked to performance outcomes (Vroom, 1964). Efficiency wage theory posits that providing employees with wages above the market rate can enhance productivity and organizational efficiency by motivating greater effort and reducing shirking behaviour. Compensation plays a crucial role in shaping employee motivation and performance. Frank (1985) demonstrated that employees' relative pay levels have a significant impact on their performance outcomes. His findings provided empirical support for the efficiency wage theory, indicating that higher wages lead to increased employee productivity and more efficient utilization of organizational resources.

H4: Compensation policy has a significant positive influence on organizational effectiveness.

Coaching and Mentoring and Organizational Effectiveness

Coaching and mentoring practices promote knowledge sharing, leadership development, and continuous learning among employees. Development-oriented HR practices enhance employee capabilities and contribute positively to organizational performance (Guest, 1997).

H5: Coaching and mentoring have a significant positive influence on organizational effectiveness.

Employee Training and Organizational Effectiveness

Nick Bontis, 2007 has argued that employee capabilities are based on effective implementation of training in the organization. Training enhances the skills and knowledge of the employee. Increase in human capital leads to increase in performance in industrial sector (Dr. Ahmed, 2024). The following hypothesis was developed.

H6: Employee training has a significant positive influence on organizational effectiveness.

Competency and Career Development Plan and Organizational Effectiveness

Competency development and career planning initiatives support employee growth while aligning individual aspirations with organizational objectives. Human capital theory suggests that investments in employee development increase productivity and organizational returns (Becker, 1964).

H7: Competency and career development planning has a significant positive influence on organizational effectiveness.

Employee Retention and Organizational Effectiveness

A theory based on strategy and individual human capital says that talent management can enhance the performance (David G. Collings & K.M.Cascio, 2018). A research report based on social exchange theory states that there is a positive relationship between talent management and employee outcomes. Talent management practices are crucial for employee retention. (Renu Dalal & M Akdere., 2021). Employee retention strategies help organizations preserve valuable knowledge, skills, and experience while reducing turnover-related costs. Organizations that

emphasize employee retention achieve superior performance and sustainable competitive advantage (Pfeffer, 1998).

H8: Employee retention has a significant positive influence on organizational effectiveness.

RESEARCH METHODS

SHCM practices are defined as the strategically aligned human resource activities that enhance employee capabilities and support organizational goals. Initially, various Strategic Human Capital Management (SHCM) practices were identified, and their effectiveness was evaluated using key performance indicators (KPIs) by measuring employee satisfaction levels. The results were then analysed through appropriate statistical tests to assess organizational performance based on the conceptual framework of Strategic HCM practices. Organizational performance is defined as the extent to which an organization achieves its strategic and operational objectives. In this study, organizational performance is measured using perceptual indicators related to sales data from last 5 years, employee satisfaction level and overall organizational success. Both primary and secondary data were utilized in the present study. Primary data were collected through questionnaires designed to assess the impact of Strategic Human Capital Management (SHCM) practices on organizational effectiveness. Secondary data were obtained from previous research studies, as well as from relevant books, journals, and magazines, to provide a comprehensive understanding of the topic. A structured questionnaire was framed and all the activities of HR starting from man power planning to employee retention were considered for measurement of organizational effectiveness. Manufacturing organizations were selected for the research and a total of 541 responses were received from the various employees. Participants' responses to these items were measured using a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. Stratified sampling method was applied to collect data and all category employee responses were collected. SPSS software 8.1.1 used for statistical analysis and techniques includes one sample Kolmogorov test, spearman bivariate correlation, Chi square test and ordinal logistic regression analysis were applied to find the results. The data was collected using survey method. One-Sample Kolmogorov-Smirnov Test, spearman bivariate correlation, chi square and ordinal logistic regression analysis were applied to analyse the data. Initially structured questionnaire was prepared to collect data from employees from manufacturing organizations. A total of 541 responses were collected from employees from various manufacturing organizations from Kakinada, Andhra Pradesh. Convenient sampling method was used to select manufacturing organizations. Manufacturing organizations were selected by using convenience sampling method due to accessibility and organizational permissions. A total of 600 questionnaire forms were distributed to various employees but only 541 responses were returned after several reminders. Stratified sampling method was applied while collecting data. It ensures to collect data from different category of employees and it improves internal validity and representativeness of various category of employees. All category employees from junior and middle level employee opinions were collected for data analysis. The questionnaire was designed to capture various strategic human capital management (SHCM) practices implemented in manufacturing organizations. It was structured to assess employee satisfaction levels and examine their impact on organizational performance. Before conducting the main statistical analyses, the dataset was subjected to preliminary tests to ensure its suitability for further analysis. The normality and reliability of the data were assessed to confirm data quality. The results indicated that the dataset met the acceptable standards of reliability, and the normality measures suggested that the data were a good fit for further statistical procedures. Therefore, the data were considered appropriate for subsequent analyses.

Data analysis and interpretation

Data was collected from 541 employees from different age groups, different experiences, rural and urban backgrounds and also considered new hires from large scale firms. As shown in Table 1, the results of Descriptive statistics showed that mean values ranged from 3.68 to 4.16, indicating a generally high level of agreement among respondents across the constructs. Standard deviation values were relatively low (ranging from 0.39 to 0.61), suggesting limited variability and consistency in responses. The skewness values for all variables ranged between -0.482 and 0.618, indicating mild skewness. These values fall well within the acceptable threshold of ± 2 for large samples, suggesting that the distributions are approximately symmetric. Kurtosis values ranged from -0.724 to 0.393, indicating values are within the acceptable range of ± 2 , further supporting approximate normality of the data. So, the data can be considered approximately normally distributed., the results indicate that the distribution is normal across all Strategic HCM practice variables, confirming the suitability of the data for further parametric analysis.

Table 1: Results of Descriptive statistics and normality

	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Manpower planning (MP)	3.8221	.48886	.259	.106	-.695	.211
Recruitment and selection (RS)	4.1600	.51302	-.482	.106	.371	.211
Onboarding (OB)	3.7974	.39934	.318	.106	.393	.211
Compensation policy (CP)	3.8449	.57975	-.465	.106	.350	.211
Coaching and mentoring (CM)	3.6810	.43954	-.282	.106	-.247	.211

Employee training (ET)	3.8884	.60953	-.460	.106	-.711	.211
Competency and career development plan (CCDP)	3.7331	.57703	.618	.106	-.444	.211
Employee retention (ER)	4.1312	.51456	-.422	.106	-.724	.211

Source: Author's contribution from SPSS output

From Table 2, the results of the Chi-square test and symmetric measures reveal a strong association between Strategic Human Capital Management (SHCM) practices and organizational effectiveness. The analysis supports the acceptance of the alternative hypothesis and the rejection of the null hypothesis. All Chi-square test statistics for SHCM practices were found to be high, with corresponding p-values less than 0.005, confirming the statistical significance of the observed relationships. These findings indicate that variations in SHCM practices have a strong association with organizational effectiveness.

Table: 2 Results of Chi square test values and symmetric measures

Variable	Pearson chi square	P value	Phi Cramer's	Result	Decision
Manpower planning	197.461	<.001	.608	All the variables have Strong association between variables are measured	Reject the null hypothesis
Recruitment and selection	346.284	<.001	.805		
Onboarding	298.237	<.001	.747		
Compensation policy	262.964	<.001	.701		
Coaching and mentoring	509.562	<.001	.976		
Employee training	469.259	<.001	.937		
Competency and career development plan	492.223	<.001	.959		
Employee retention	402.560	<.001	.867		

Source: Author's contribution from SPSS output

Further an ordinal logistic regression analysis was applied to determine reason-result relationship between eight independent variables: manpower planning, Recruitment and selection, onboarding, compensation policy, Coaching and mentoring, Employee training, Competency and career development plan, Employee retention and with dependent variable: organizational effectiveness. From the result it is observed that there is a significant effect of SHCM practices on organizational effectiveness.

Table 3 Result of ordinal logistic regression analysis

Model fitting information		Goodness of fit		Pseudo R-square	Decision
Chi-square	226.554	Chi-square	420.937 (pearson)	Cox and snell (.345)	Acceptable
Sig	<.001		348.493 (Deviance)		
		Sig.	.934(pearson)	McFadden (.373)	Acceptable
			1.000(Deviance)		
Decision	Good model fit		Good model fit		

Source: Author's contribution from SPSS output

From the above table 3, model fitting information is given. Here the significance value is less than 0.001. So that there is a significant improvement in the fit and the model is considered a good fit. We can see here there is a significant improvement in the model over the null model.

Here the goodness of fit statistics indicates adequately fits when significance value is greater than 0.05. Non-significant test results indicate good fit the data (Petrucci, 2009, Field 2018) So here the goodness of fit value is more than 0.05, it indicates the observed data is corresponding to the assumed data. In this analysis Pearson chi square test value was ($\chi^2(466) = 420.937, P=.934$) and Deviance test value was ($\chi^2(466) = 348.493, P=1.000$). Both were insignificant and indicates test result was good model fit. According to McFadden (1979), values

between 0.2 and 0.4 indicate a good model fit. The McFadden's R^2 value of 0.373 indicates a good model fit, suggesting that the proposed model substantially improves prediction compared to the null model. The pseudo-R-square statistics indicate that the proposed model demonstrates satisfactory explanatory power. The Cox and Snell R^2 value of 0.345 suggests moderate explanatory capability, while the Nagelkerke R^2 value of 0.509 indicates that the model explains approximately 50.9% of the variance in organizational effectiveness, reflecting a strong model fit.

DISCUSSION

Prior research consistently emphasizes the strategic importance of human capital in driving organizational effectiveness. Attia Aman-Ullah (2022) demonstrated a positive association between human capital attributes and organizational performance, highlighting talent acquisition and retention as critical mechanisms for building a high-performing workforce. Talent management has been widely recognized as a key driver of organizational growth, with human capital management practices increasingly focusing on maximizing returns on investment in people (Lokesh Tripathi & T. Rahman, 2010). Effective HR functions enhance organizational capabilities by aligning job roles with individual talents and implementing targeted developmental plans. Such development initiatives significantly influence talented employees and, in turn, improve organizational performance (Sparrow, 2019). These findings provide empirical support for hypotheses H2, H4, H6, and H7.

Workforce planning, employee development, and continuous improvement are essential for sustained organizational success (Awol Hussien Aman, 2023), thereby supporting H1. Similarly, an effective onboarding process enhances work engagement and organizational commitment among new employees, underscoring its importance within human capital management practices (Cesário, 2019). This evidence supports H3. Investments in talent management, education, and recognition have been shown to improve employee satisfaction and retention (Theodorsson, 2023), lending support to H8. Coaching and mentoring practices further contribute to organizational effectiveness by fostering workplace diversity, developing employee capabilities, and enhancing satisfaction (Getha, 2006), thereby supporting H5.

Human capital is widely regarded as a strategic asset that significantly contributes to organizational effectiveness (Carmeli, 2004). Recent studies have also identified work engagement as a crucial mediating factor linking human capital management practices with employee performance. Employees who receive adequate training, clear career development opportunities, and appropriate rewards exhibit higher engagement levels, which enhances their performance and organizational contribution (Njanjose Isah Leontes, 2024). These findings further support H3, H6, and H7. Analysis of demographic data revealed that more experienced employees participated more actively and responded positively to Strategic Human Capital Management (SHCM) practices, indicating higher job satisfaction and engagement. This supports the view that HCM practices are particularly effective in developing high-performance workforces through improved selection, development, and retention, ultimately contributing to long-term organizational prosperity (Stein, 2007).

LIMITATIONS AND RECOMMENDATIONS

The present study depends on the data collected from three large manufacturing organizations in Andhra Pradesh, India. So, further the study can be extended to other states in India. The present research findings suggested that manufacturing organizations need to implement SHCM practices to improve organizational effectiveness. The present research study showed that there is approximately 50.9% of the variance in organizational effectiveness by the implementation of SHCM practices. Research contribution by Hadi Teimour, 2018 identified that when there is increase in the existing challenges in organizational strategies there is decrease in the effectiveness of human capital management practices. It means existing challenges will impact the effectiveness of the human capital management practices. So, the organizations need to face the current challenges by find the gap between current management practices and desired outcome. HCM is considered to be critical issue across the globe. In India organizations faces difficult to find the right talent, recruit and retain the employees (R.Raghavan, 2011). The present study recommends that company management implement Human Capital Management (HCM) strategies effectively, as these practices facilitate the recruitment of the right talent, enhance performance management, and support employee retention. The present study recommends that company management implement Human Capital Management (HCM) strategies effectively, as these practices facilitate the recruitment of the right talent, enhance performance management, and support employee retention. However, the study is limited to three manufacturing firms and reflects findings relevant to a specific time period, which may affect the generalizability of the results.

This article provides an opportunity for future scholars to further examine the strategic planning and implementation of SHCM practices, as well as their outcomes across different organizations and diverse employee groups. Further, the study recommends the use of a larger sample size to strengthen the validity and generalizability of the findings. In addition, the data may be validated across other business sectors beyond manufacturing, thereby offering broader insights into the role of Strategic Human Capital Management (SHCM). SHCM plays a vital role in enabling organizations to sustain competitive advantage in the present dynamic business environment. Therefore, this study holds future scope for extension into diverse business sectors with

varying sample sizes to provide a more comprehensive understanding of SHCM practices and their impact on organizational effectiveness.

CONCLUSION

In conclusion, the findings of this study highlight the critical role of Strategic Human Capital Management (SHCM) practices in enhancing organizational effectiveness within the manufacturing sector. The results indicate that the selected manufacturing organizations have effectively implemented various SHCM practices that contribute significantly to improved organizational outcomes. Employees' experiences of key practices—such as manpower planning, recruitment and selection, onboarding, employee training and development, compensation planning, competency and career development planning, employee retention strategies, as well as coaching and mentoring—demonstrate significant variation in their influence on organizational effectiveness. These practices collectively contribute to strengthening workforce capabilities and aligning employee performance with organizational objectives. The study emphasizes that aligning human capital strategies with broader organizational goals enables manufacturing firms to enhance employee commitment, improve productivity, and achieve sustainable competitive advantage. Strategic management of human capital not only improves employee satisfaction and engagement but also acts as a fundamental driver of long-term organizational effectiveness and growth. Therefore, effective implementation of SHCM practices is essential for manufacturing organizations seeking sustained performance and long-term development.

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