IMPACT OF STRATEGIC HUMAN RESOURCE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE IN OIL AND GAS SECTOR IN INDIA

A Thesis submitted to the
UPES

For the Award of
Doctor of Philosophy
in
Management

By
Anurag Chourasia

October 2023

SUPERVISOR

Dr. P C Bahuguna

Business Studies, Strategy and Leadership cluster
School of Business (SOB)
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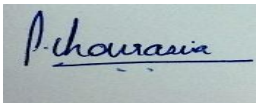
DECLARATION

I declare that the thesis entitled "**Impact of Strategic Human Resource Management on Organizational Performance in Oil and gas Sector in India**" has been prepared by me under the guidance of **Dr. P C Bahuguna**, Sr. Associate Professor, Business Studies, Strategy and Leadership cluster, School of Business, UPES. No part of this thesis has formed the basis for the award of any degree or fellowship previously.



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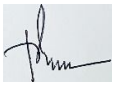
CERTIFICATE

I certify that Anurag Chourasia has prepared his thesis entitled "Impact of Strategic Human Resource Management on Organizational Performance in Oil and gas Sector in India" for the award of PhD degree of the UPES, under my guidance. He has carried out the work at School of Business, University of Petroleum & Energy Studies.



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ABSTRACT

Strategic human resource management (SHRM) is a process that incorporates the application of overarching protocols to the formulation of HR strategies. These HR strategies are linked horizontally with one another and vertically with the business's overall strategy. These strategies outline objectives and goals connected to broad organizational factors such as organizational effectiveness and to more specialized areas of people management. The implementation of strategic change and enhancing the organization's skill set are obviously the emphasis of strategic human resource management in order to guarantee that the company can compete successfully in the future. Although the SHRM are mostly operationalized via structural features like policies, norms, and practices, the softer aspects such as the interaction between an employer and an employee, as well as an employee and another employee, cannot be neglected. The foundation of an organization is made up of the interactions and connections amongst its members. However, the literature is very scarce in the interactional aspect of Strategic Human Resource Management (SHRM). Though there has been ample research in the structural aspects of SHRM such as policies, practices, technology and systems. This study aims to investigate the interpersonal component of SHRM and empirically examine the contribution of relational climate to improving organizational performance (OP). The "Attribution Theory" serves as the foundation for this study (Weiner, 2008), and "Relational Models Theory" (Fiske, 1992) to explain the collective sense-making process by employees for making relational climate. Also with the help of "Social Exchange Theory" (Blau, 1964), this study illustrates how OP is impacted by the relational climate. Through a questionnaire survey from Indian oil companies, data were collected from 327 managers and executives. Data were then analyzed using SPSS and structural equation modeling using AMOS software. By empirically examining a positive correlation between SHRM and organizational performance, and explaining the mediating role of relational climate on SHRM-OP link, this study broadens our understanding of relational HRM and SHRM. This investigation has made a significant theoretical contribution by, for the very first time, applying the "Theory of relational models" to its purpose of explaining the relational climate.

In addition, the findings of this research imply that managers need to construct an effective relational climate in order to improve the performance of their organizations. This relational climate will enable organizations' objective of better performance through changing behaviours and attitudes. As a result, the relational part of SHRM will influence the overall objective of business of higher performance is validated.

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Chapter 1

Introduction

Human resource management scholars and practitioners have a long history of adhering to the structural components of “Strategic Human Resource Management (SHRM)”, such as policies and practices. Nonetheless, the ever-changing nature of the competitive environment necessitates an examination of SHRM's other perspectives as well. One of these perspectives is called the relational perspective of SHRM. Researchers in the scholarship of SHRM argue that the contemporary knowledge intensive economic system is dependent on networks consisting of relationships between employees (Kim et al., 2022). Employees are enmeshed in networks of real-world and online contacts, including more informal networks based on acquaintances and communities of practice. These networks aid in the distribution of assets that boost a company's productivity, such as knowledge, goodwill, helpful behaviors, and influence. Additionally, existing research indicates that social capital is a necessary component for many human capital-related phenomena and outcomes (Carradore, 2022) and the relational and interpersonal networks among employees (Haider et al., 2020). The fact that there is a favorable association between social capital and human capital lends credence to this (Carradore, 2022). As a consequence of this, one of the essential competencies of an organization is to understand and manage constellations of employee relationships, which ultimately results the enhanced performance of the organization. This study makes the case that HR practices that enhance knowledge, abilities and skills of employees, i.e., human capital, also enhance social capital, which includes a favorable network of interactions and a relational climate.

Strategic HRM's basic premise is that managing the employees of an organization has an effect on the organization's performance. A key element of effective people management is the management of employees' behaviour and relationships with each other at work. These relationships, however, are now

extremely complex and regularly getting even more so. The attribute approach has typically been used in human resource management research when outcomes are thought to depend on individual or job-specific characteristics. However, many human capital-related phenomena and impacts, including hiring and the onboarding process, cooperation and communication, management of knowledge, and job satisfaction, also rely on social capital, interpersonal networks, and the existence of positive working relationships between employees. However, social network analysis is ideally adapted to assist researchers and practitioners in comprehending the complex interactions that are leading to a good relational climate and ultimate guiding organizations to achieve competitive advantage. Despite its underutilization in the human capital area, this methodology has recently gained prominence. In order to foster fresh perspectives on social capital, human capital, and the crucial relationship between the two, this thesis introduces “Relational Models’ Theory” (Fiske, 1992) in SHRM scholarship and discusses how it can be used in both study and practice.

Managing employee interpersonal interactions at work has evolved into a vital capability for firms (Gittell et al., 2020). This is because social capital and interpersonal interactions are what make it possible for organisations to function. However, the majority of recent studies on strategic HRM tend to ignore the significant role that interpersonal interactions in the workplace play in terms of effective people management.

Although earlier research addressed the relational aspect of SHRM through various theories such as relational coordination (Gittell et al., 2020), transactive memory (Liu et al., 2021) and social capital (Stofberg et al., 2021), the relational climate through which SHRM impacts organizational performance is not explained explicitly and has still remained a black box. This thesis intends to fill this gap and generate fresh perspectives on a relational approach to SHRM through the “relational model's theory” (Fiske, 1992). This will be accomplished by analyzing and focusing on how SHRM affects organizational performance through the development of a relational climate.

According to Banagou et al. (2021), the concept of "relational climate" describes how employees perceive and assess the rules, behaviours, and

practices that foster and sustain workplace relationships and communication. The current thesis recognizes the important part that “strategic human resource management (SHRM)” play in the formulation and implementation of workplace relational climate that will lead to desired organizational performance. The majority of organizations are coping with the changing business landscape, the increasing demand for employee interdependence, and the transition to a knowledge-based and information-intensive economy. The conventional knowledge, abilities, and capacities of our employees to perform their duties are no longer sufficient to provide with a competitive advantage as a result of these characteristics (Gittell et al., 2020).

Three factors make the relational perspective on HRM as a discipline and philosophy important. First, how HRM systems may be created to result in relational networks that appear more intertwined than segmented. Second, how certain connection patterns affect specific HR-relevant results. Third, and perhaps most crucially, this research will enable us to comprehend the transformation process that occurs when HRM systems are altered to take new relationship patterns into account. The purpose of this thesis is to look into the aforementioned.

The petroleum and natural gas sector, one of India's six major sectors, is closely related to the whole economy of the nation. The demand for oil and gas is likely to increase both domestically and internationally, and the government intends to vigorously pursue more exploration. Additionally, this industry faces challenges from globalization, which results in mergers and acquisitions, technical development, the frontier, new production development, changing demographics, and regulatory constraints, which all have an impact on the sector's capacity to recruit and retain competent workers. According to a study, there is a large talent gap in India (Muduli, 2014). The shortage caused by the demand-supply imbalance could be made worse by the migration of these vital capabilities from the domestic market due to foreign demand. In light of the aforementioned, this chapter's objective is to investigate HRM challenges in the petroleum and natural gas industry, which are complicated by significant elements such as seasonal nature, reorganization, regulatory procedures, industry cycle stage, and skills at work. For example, constant restructuring in

response to market pressures and changes in commodity pricing will eventually affect the ability to attract and retain talented workers. The oil and gas industry may commonly be perceived by recent graduates as not offering long-term career security and advancement. This has an impact on the industry's capacity to draw in and keep top talent. Regulations have an impact on employment possibilities as well as corporate growth. The HRM practices might be impacted by the industrial life cycle. For instance, developing regions manage HR strategy differently from mature regions.

1.1 Business Case

1.1.1 Energy Trends

As per "DNV GL Energy Transition Outlook (ETO) 2023", the global energy system is undergoing change. Its composition will shift dramatically over the next 30 years as a result of its decoupling from carbon, population, and economic expansion. A change in the corporate environment is also being seen in the energy industry. Gas and renewable energy sources are becoming more popular in the oil and gas industry as petroleum products are used less frequently as a primary source of energy. The upstream, midstream, and downstream industries will gradually integrate machine learning, augmented reality, artificial intelligence, and the industrial internet of things into their systems and operations. They will be better able to maintain, repair, and operate their equipment securely and economically as a result, and they will be able to provide consumers, regulators, and partners specialized analysis of vast amounts of data.

The share of fossil fuels in primary energy falls as renewable energy increases rapidly

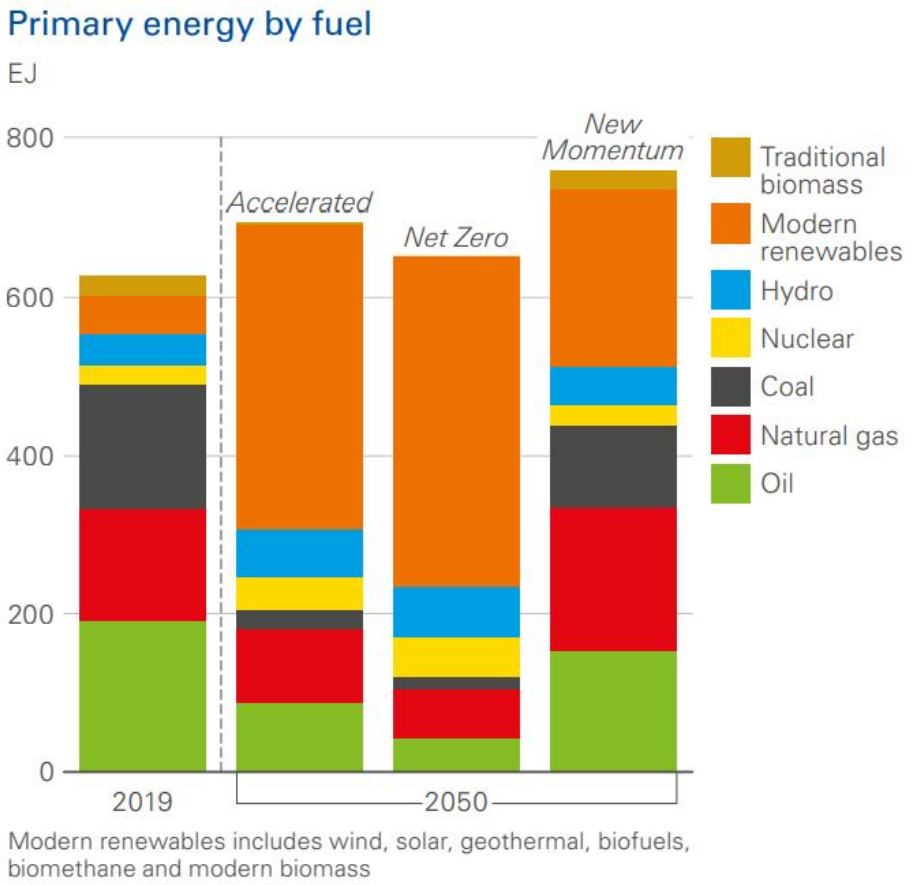

Figure 1 Primary Energy by fuel

As per “International Renewable Energy Agency's (IRENA)” "Global Energy Transformation Report- Roadmap to 2050," the transition can significantly increase overall employment in the energy industry with well-rounded regulations. Education and training programs should be designed to satisfy the technical needs of the rapidly expanding renewable energy and energy efficiency industries while maximizing local value creation. One of the most significant potential advantages is the transformation of the socioeconomic structure. According to the analysis, by 2050 there will be a decline of 7.4 million employment related to fossil fuels, but an increase of 11.6 million jobs in the areas of renewable energy, energy efficiency, grid improvement, and energy adaptability. The paper makes recommendations for increasing the interactions between the socioeconomic framework and the energy transition in order to improve the overall transition outcome.

In five years, India will be a key location for purchasing equipment for the transition to cleaner energy (Huibert Vigeveno, 2023). Shell employs 11,000 people in India, who work for the company's technology, petrol, and lubricant and fuel retail sectors. Employees at the IT centre are creating digital twins of the company's distant assets, and many more are involved in remote asset monitoring. In terms of chances for international cooperation, India will overtake the US. More environmentally friendly molecules and electrons will be far more prevalent in five years.

In India, Shell is starting to make headway in the green energy sector by working with a number of clients and buying renewables businesses to support their decarbonisation initiatives. In a $1.55 billion acquisition last year, it bought the renewable energy platform "Spring Energy." Additionally, it established its first EV charging station last year and hopes to have 10,000 fast charging points in place by 2030. The sourcing might be dispersed throughout the full energy transformation value chain, from energy from renewable sources to biofuels and electrolysers. India is unmistakably becoming a new option for obtaining essential parts of machinery (Huibert Vigeveno, 2023). The development of more modular architecture, increased automation, and robotics appropriate for the Indian ecosystem and surroundings go hand in hand with the energy shift.

This will lead to diversification and change in business models e. g Joint Ventures, Common User Facilities, Business operations Outsourcing model, Open access systems. Also, Industry is going for integrated refining plants and investing in Petro Chemical plants. Various new skills and competencies are required with these technological advancements and innovation. Oil and gas sector will also witness disruption with the introduction of Electrical vehicles as passenger and transport vehicles. In India, the Oil and gas business scenario will change with various Government policies like environment norms, mergers & acquisition of Oil Marketing Companies (OMCs) and entry of private players.

The idea of resource scarcity in the oil and gas industry kept oil prices high throughout the majority of the last decade. This, along with globalization, created a worldwide "war for talent" and centralized

technological operations that could distribute in-demand expertise all over the world (Hagen et al., 2017). The rise in risk and compliance awareness hastened the march towards centralization. Change needs unambiguous directives from the top under a system of centralized decision-making, generally through leadership-driven change programs.

Three significant shifts are currently causing disruption in the oil and gas business, which will have a significant effect on industry participants. The actors in the oil and gas industry are, however, being significantly impacted by the three key shifts that are currently taking place in the industry:

1. Effectiveness, quickness, and price are all top considerations, and there are plenty of resources available. It's also important to prepare for an extended duration of low oil prices. Conventional talent is no longer in short supply, the ability to explore frontiers is no longer a strategic advantage, megaprojects are no longer the only means of expansion, and market potential may not benefit all participants in a pool, only the early adopters. On the other hand, because each operational model required for traditional, deep water, unconventional, and renewable assets is unique, it is impossible for one corporate headquarters to provide them all effectively.
2. Deep technical changes are profoundly changing productivity and challenging accepted workplace norms. Automation is replacing a lot of employees, especially knowledge workers, and the jobs that are left need for increasing interaction between people and machines. The amount of data being created keeps growing significantly as many more devices linkup to the cloud. This data boom gives organizations the opportunity to fundamentally redefine how and where work is done with the aid of cutting-edge analytics and machine learning tools.
3. As a result of changing demographics, employees are advocating for alterations in their work environment and expressing concerns about the function that oil and gas businesses play in society. Millennials, who have already begun to ascend into managerial and leadership posts, will eventually make up the vast majority of the workforce. As a result of being digital natives, these people bring their own norms of responsibility,

collaboration, innovation and technology. Parallel to this, the talent pool of highly educated, globally competitive people has sharply increased in emerging nations. Nowadays, there is less competition for traditional technical talent, but there is more competition for new aptitudes and competencies. Organizations are especially looking for individuals who can "translate" across their requirements and those of the suppliers of digital solutions. These individuals should possess qualities like leadership, perseverance, and digital abilities.

In order to succeed in a new industry environment, new attitudes and behaviors are necessary, just like new skills and capabilities. For instance, everyday leadership skills must evolve with an emphasis on efficiency and continuous improvement as the oil and gas industry becomes increasingly analogous to other industrial sectors. This calls for an organisational and cultural shift towards frontline groups and managers that are more autonomous without compromising safety. These alterations will result in a flatter organizational structure where an individual's pertinent talents for the task at hand are given more weight in relation to their position within the hierarchy. Across organizational borders, technology is already altering how we communicate and access information. People at lower levels of an organization are better able to make decisions because they have immediate access to information and expertise. Considering these choices carefully may assist meet the ambitions of the future talent pool for more fulfilling employment in addition to helping to generate observable business benefits? Som(2008) conducted research and submitted a working paper *"What drives the adoption of SHRM in Indian Companies?"* It claims that in response to business transformation, opportunities have been created for technological advancement and sophistication as well, mobilization of resources from fresh sources, an extremely competitive input and output market, a context of high growth and buoyancy, and problems with human resources management related to strategic initiatives like expansion, consolidation, reorganization, strategic partnerships, joint ventures, and overall economic globalization.

1.1.2 Energy Trends in India

According to the “International Energy Agency's (IEA)” "India 2020 Energy Policy Review" report, the proportion of contemporary renewables in total fuel consumption (TFC) would rise to 13% by 2030 and 17.5% by 2040. About forty-five percent of the electricity produced will come from sources that are renewable by 2040, up from only 18% currently. Coal's percentage drops from 74% to 46% in 2040. With this expansion, India will achieve SDG 7.2's goal of significantly raising the proportion of renewable energy sources in its overall energy mix.

NITI Ayog report and draft Energy security policy, June 2017 (NITI Aayog and IEEJ, 2017) and India action plan shows the shifting of energy resources from Oil to Natural Gas and renewables. According to Annual Reports of Oil Marketing Companies (OMCs), OMCs are expanding their presence in Natural Gas & Renewables in order to better align their operations with shifting demand patterns and take advantage of possible possibilities as the nation transforms to a low carbon economy. OMC is increasing ethanol production, improving the blend of ethanol in petrol, and building 2G ethanol plants in order to enhance the selection of alternative fuels. The approach of the Oil Marketing Companies has changed, as is clear from these publications.

1.1.3 Talent Trends

According to a 2022 Deloitte research on oil and gas people management, the challenges for talent has become as crucial as the emphasis on developing fresh resources (Deloitte, 2022). Large portions of the workforce are getting close to retirement age as globalization and technical advancement usher in a new era of business growth. Recently, several in the sector have improved their HRM planning by gathering more information on their current talent using tools like enterprise resource planning systems. Many HR directors, meanwhile, have struggled to turn such data into knowledge that can really be used. As a result, some have resorted to crude tools like wage raises and aggressive incentive payments, which have shown to be ineffective when attempting to attract or keep talent. To make wise decisions, HR organisations must use macroeconomic data and other outside

expertise. By analyzing certain economic indicators to forecast HR developments, an HR executive with an interest in economics may develop a business plan.

According to a report by the World Economic Forum, the 'COVID-19 pandemic' and the 'Russia-Ukraine conflict' coupled with economic factors and supply chain restrictions generate affordability concerns, shortages, and blackouts in many regions of the world (World economic forum, 2022). The process of altering the energy structure of the planet is well under way. In a little more than ten years, those in diverse renewable energy sources have exceeded those in fossil fuels. Both domestic and international politics now place a greater emphasis on energy and climate policy. New superpowers have emerged in the production of materials for renewable energy sources, necessary minerals, and clean technology, significantly altering the geopolitical balance of energy. Energy innovation has gradually pushed its bounds, and thousands of businesspeople are working to transform this massive industry. A rising body of scientific evidence, a predictable pattern of catastrophic weather occurrences, and decades of awareness campaigns have all contributed to the public's engrained awareness of climate change. Additionally, it forecasts that these alterations will result in the development of 58 million new jobs. This will necessitate the development of new human resource policies. There may not be as much time to establish a company, but there is still time to develop competencies and specialized skills. Long hiring processes, low or declining employee engagement, a lack of opportunity for leadership development, bad hiring choices, and productivity disparities are risks related to human capital. Strategic human resource management, an integrated people strategy, is vital to develop the leadership pipeline, culture, competences, and skills required for competitive advantage.

Three main factors are cited by Mercer as leading the disruption of the oil and gas industries in its study "Global Talent Trends – rise of the relatable organization" (Mercer, 2022) On the other hand, the epidemic period, when individuals were often six feet apart, brought businesses and their employees closer together. A structural transformation in the job

market is being brought on by an essential change in the beliefs of individuals. An emphasis on being more relevant and human unifies all firms with strong growth prospects, engaged employees, and innovative cultures. These important organizations are rethinking how they give back to society and challenging entrenched notions of value creation. In order to realize a fresh outlook for employment, working, and the workplace—a perspective that unleashes potential through values, collaboration, health, flexibility, and energy—they are reconsidering procedures, ways of working, and technological investments.

Companies are planning for the future in such a disruption and transformation era, according to Mercer's research "Mercer Global Talent Trends- Unlocking Growth in the Human Age (2018)". Companies are aware of the necessity of identifying and bridging the skills gap between the present and the future, developing a talent strategy that is future-focused, adapting skill requirements to new technologies and business objectives, rethinking roles, and figuring out how to support the changes with people.

1.1.4 Talent in Indian Oil and gas Sector

Large public sector undertaking (PSU) businesses, in which the government owns the bulk of the shares, dominate India's energy sector. India's economy depends on PSUs. The Government of India has improved PSU administration throughout time by appointing independent directors from the private sector and giving board’s additional authority in order to promote accountability, transparency, and professionalism of the companies. The energy sector will benefit from initiatives to level the playing field for all participants by attracting more private investment.

The oil and gas sector, one of India's six key industries, is crucial to determining the trajectory and future of the Indian economy. This sector has previously undergone nationalization, but it is now more open to foreign rivals. The government is cognizant of its responsibility to sustain the competitiveness and future security of the Oil PSUs given that it has invested more than four lakh crores in the oil industry. Without a doubt, the caliber of talent and the speed with which it is developed will determine the competitiveness and growth of the Oil PSUs. This issue is particularly more

important given that the Oil PSUs collectively employ almost 130,000 people. As the economy has become more open, both domestic and foreign private players have entered the market (occasionally through joint ventures, as in the case of Reliance and BP, or through acquisitions of Indian assets, as in the case of Rosneft purchasing Essar Oil), bringing with them cutting-edge HR practices centered on talent engagement, development, and leadership pipeline. For these new private players, the Oil PSUs turn into a straightforward hunting field for ready talent. The talent cultivated by the Oil PSUs over time is attracted by a variety of factors, including a strong employer brand, good compensation, increased responsibility, a relaxed work environment, exposure to diverse cultures, and numerous other factors. The finest Oil PSU managers transferred to the private sector fairly early in their careers, or even much later, as is supported by a wealth of anecdotal data, setting examples for others. Talent risk is consequently one of the Oil PSU's main worries.

A Task Force was established by the Ministry of Petroleum via Notification No. C-31038 /14 / MISC (HR) / 2018-CA/ FTS:43777, which was issued on June 24, 2018, by the Corporate Affairs desk of the Ministry of Petroleum and Natural Gas of the Government of India. The Taskforce was instructed to concentrate on aspects of human resources in Oil PSUs in light of current trends.

The report predicted the following result.

1. Finding top talent across the organization and at all levels
2. Fostering talent to build a pipeline of future leaders
3. Promoting a high standard of performance through proper goal-setting, performance reviews, feedback, and meaningful performance discussions between managers and subordinates.
4. Regardless of the employee type, such as millennial or tenured, technical specialist or generalist, employees are engaged through specific plans that appeal to diverse employee segments.
5. Sector-level HR excellence to support business strategy through appropriate collaboration and intervention.
6. Leadership accountability and stability through autonomy to the Board on

matters of pay and succession as well as member tenure.

To understand the SHRM practices used by these organizations, annual reports from a number of different organizations were examined. To accomplish the desired business results, the firms developed short-, medium-, and long-term strategies. Different Strategic Business Units have established their goals for turnover, throughput, sales, earnings, etc., including LPG, Retail, Pipelines, Supply & Distribution, and Renewables. The HR department, which served as the base of the strategy pyramid, likewise established goals using three key levers. Strong internal HR procedures, dedicated & capable employees, and an enabling culture. To accomplish the business goals, the HR department implemented a number of systems that were aligned with strategic levers.

Although numerous financial, market, and mixed measures of organizational success have helped organizations achieve a variety of performance outcomes, the conceptual link between SHRM practices and organizational success is less clear.

1.2 Business Case

The oil and gas sector in India is witnessing certain challenges such as growth in existing and adjacent businesses, identifying new growth engines, investments in emerging and green opportunities, and leveraging technology and innovation (International Energy Agency (IEA), 2021). Organizations are compelled to develop business models, lead project investments, and create products that can help in de-carbonization targets.

By enhancing their facilities, Indian oil and gas companies are increasing their capacity for refining and marketing. There are numerous planned and active brownfield and Greenfield projects. Suddenly there is a need for specialists in a variety of specialized sectors, including management of projects, hydrogen energy, carbon capture and storage (CCS), design engineering, oil production engineering, and occupational health and safety specialists. The organizations are also focusing on allied sectors such retailing of non-fuels, chemicals, and gas. A variety of projects for sustainable development have already been launched by organizations in the areas of energy conservation, expanding the pipeline network—a green

mode of transportation—increasing the amount of renewables, enhancing the percentage of ethanol mixing, developing ethanol manufacturing facilities, integrating and adopting alternative fuel offerings, improving the EV Charging network, and expansion of CNG establishments at its Retail Outlets.

Organizations are heavily leveraging important digital technologies including robotics, virtual and augmented reality, artificial intelligence, and machine learning (AI/ML) in a number of business areas as an aspect of digital transformation. To promote effective inventory control of goods across the supply chain, some companies have developed a demand predicting solution based on AI/ML that precisely forecasts the demand for different products at every level of gas stations, LPG distributorships, and institutional customers. All these changes have increased the risks to human resources, including those related to attracting and keeping personnel, developing skills for future technology, and succession planning for important roles. If not properly managed, these risks can stifle organizational development, disrupt operations, and compromise long-term viability.

Organizations in the oil and gas industry in India have adopted SHRM systems, such as recruiting and hiring, capability building and training, management of performance, employee relations, well-being and health, and employee engagement, to deal with the issues of shortages of talent, employee retention and growth, management of performance, well-being, and participation (Gahlawat & Kundu, 2019). However, despite huge investment on SHRM architecture, the oil companies are not able to attract right talent, retain the competent work force, which is turn results in business opportunity loss (Fadeev et al., 2021).

Numerous niche jobs have emerged throughout the energy transition period for which the talent workforce is not readily available. As a result, these organizations have a significant skill gap in their human capital. Additionally, neither SHRM's vertical nor horizontal integration has been developed. The lack of systems that show how these procedures are affecting performance is revealed via literature reviews, industry reports,

and semi-structured interviews with oil and gas executives and senior executives from these firms.

1.3 Motivation for this study

The oil and gas sector must face concerns including increased market orientation, changed legislation, technological innovation, globalization, energy transition, and changing demographics if it is to operate more effectively and efficiently. The key to overcoming these challenges is the people resources (managers, experts, specialists, etc.) working in this field. People are managed, motivated, and rewarded in high-performing organizations in a way that can be separated from low- or average-performing organizations. As a result, one of the most important managerial roles in this industry is human resource management (HRM). People will continue be at the core of operations for oil and gas firms (and their HR departments) despite an era with significant advancements in robotics, automation, intelligent machines, and human-machine communication. In reality, every employee will need to increase their commercial worth at all organizational levels. This fact, along with the significant productivity gaps between average and exceptional employees, has led to the transformation of HR into a strategic function. In particular, HR will add value by helping candidates realize their full potential by more precisely selecting the ideal candidate for each role. The performance of the oil and gas sector depends on having a workforce that is highly motivated, adequately skilled, and efficiently deployed, however, there is still a lack of concrete evidence showing how HRM adds value in this industry. Based on actual evidence primarily from the profit-making sectors of the economy, we may conclude that HR practices, whether utilized alone or as part of a system, are associated to business performance (Widyanty et al., 2020). However, as it is still not evident how and why HRM is crucial in this specific circumstance, the lack of empirical evidence in the oil and gas business poses problems. Therefore, the purpose of this thesis is to improve our comprehension of the mechanism by which HRM affects performance in the petroleum and natural gas industry.

1.4 Business Problem

Companies in Oil and Gas Sector in India have deployed various SHRM practices. However, the impact of SHRM practices on Organizational Performance is not established.

Chapter 2

Literature Review

An examination or review of the literature is a comprehensive account of information relevant to a research area that aids in the creation of good research questions. A literature review, according to Snyder, (2019), is a way of compiling and summarizing prior knowledge that is more or less systematic. Furthermore, providing a comprehensive overview of the numerous, diverse research topics can be helpful. Combining research findings into a literature review is essential for building theoretical frameworks and conceptual models because it establishes evidence on a meta-level and identifies areas that require additional research.

This chapter's goal is to carry out a comprehensive literature review on "strategic human resource management". To enable understanding of the conceptual structure, social structure, and intellectual structure of the Strategic HRM field and to identify the research gaps, this chapter uses the scientific method of a literature review using Systematic Literature Review using "Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA)" (Moher et al., 2009), and bibliometric study (Aria & Cuccurullo, 2017).

A systematic review of the literature is a 'meta-study' that identifies and condenses the data from prior investigations (Ahmed et al., 2021) and an approach for dealing with a possibly vast number of recognized sources based on an exact method for discovering and assessing the literature (Boell & Cecez-Kecmanovic, 2015). It is called systematic in terms of how it uses a systematic search method to find pertinent articles and a systematic classification process to organize those articles. This study followed the protocol suggested by Boell and Cecez-Kecmanovic (2015).

Table 1 Based on Boell and Cecez-Kecmanovic's (2015) protocol for systematic reviews of the literature

Protocol Elements	Translation in this research
Objective	Literature review of SHRM-organizational performance
sources consulted	1) Web of Science
Search keywords	"Strategic HRM" OR "SHRM" OR "HR system" OR "HR Bundles" AND "organizational Performance" OR “Organizational effectiveness”
Search approach	various search terms, including keywords in the topic and title
Inclusion norms	Incorporate only papers that combines the search phrases from the queries searched for. Include only empirical research articles only indexed in the databases cited above from January 1992 to December 2022 Include the articles written in English language only Include the articles published in journals with explicit focus on HR related topics. Include general management journals in which HR-related articles are more likely to be found
Exclusion norms	Leave out unrelated papers, i.e., those that do not specifically state that they cover OP measurement in SHRM literature.
Quality norms	Only publications with peer reviews and indexes in the aforementioned databases

2.1 Database selection

Finding publications that make up the majority of the SHRM and performance research literature from 1992 to 2022 required a three-stage strategy that involves the creation of search criteria, article extraction, and data cleaning. The Web of Science (WoS) is utilized as the data source in accordance

with earlier research (Kuntner & Teichert, 2016). WoS databases constitute the main and most complete resource for extensive bibliometric analysis and methods for research assessment (Pranckutė, 2021). They have stricter peer review than Scopus and, as a result, ensures higher quality (Pranckutė, 2021). When the aforementioned keywords were looked up in the titles and abstracts from WoS, 1182 papers in the English language were found published between 2002 and 2022.

2.2 Literature Search criteria

WoS served as the source of the data for this investigation. The terms "Strategic HRM" or "SHRM" or "HR system" or "HR Bundles" as well as "organizational Performance" or "Organizational effectiveness" are utilized for searches in the database. A total of 1182 documents were obtained in preliminary search. Selection of articles (Figure 2) followed the “Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA)” protocol to bring in robustness in the selection process (Moher et al., 2009). After the elimination of non-English language articles, conference reviews, editorials, conference papers, withdrawn papers, and book chapters, articles were included for this study.

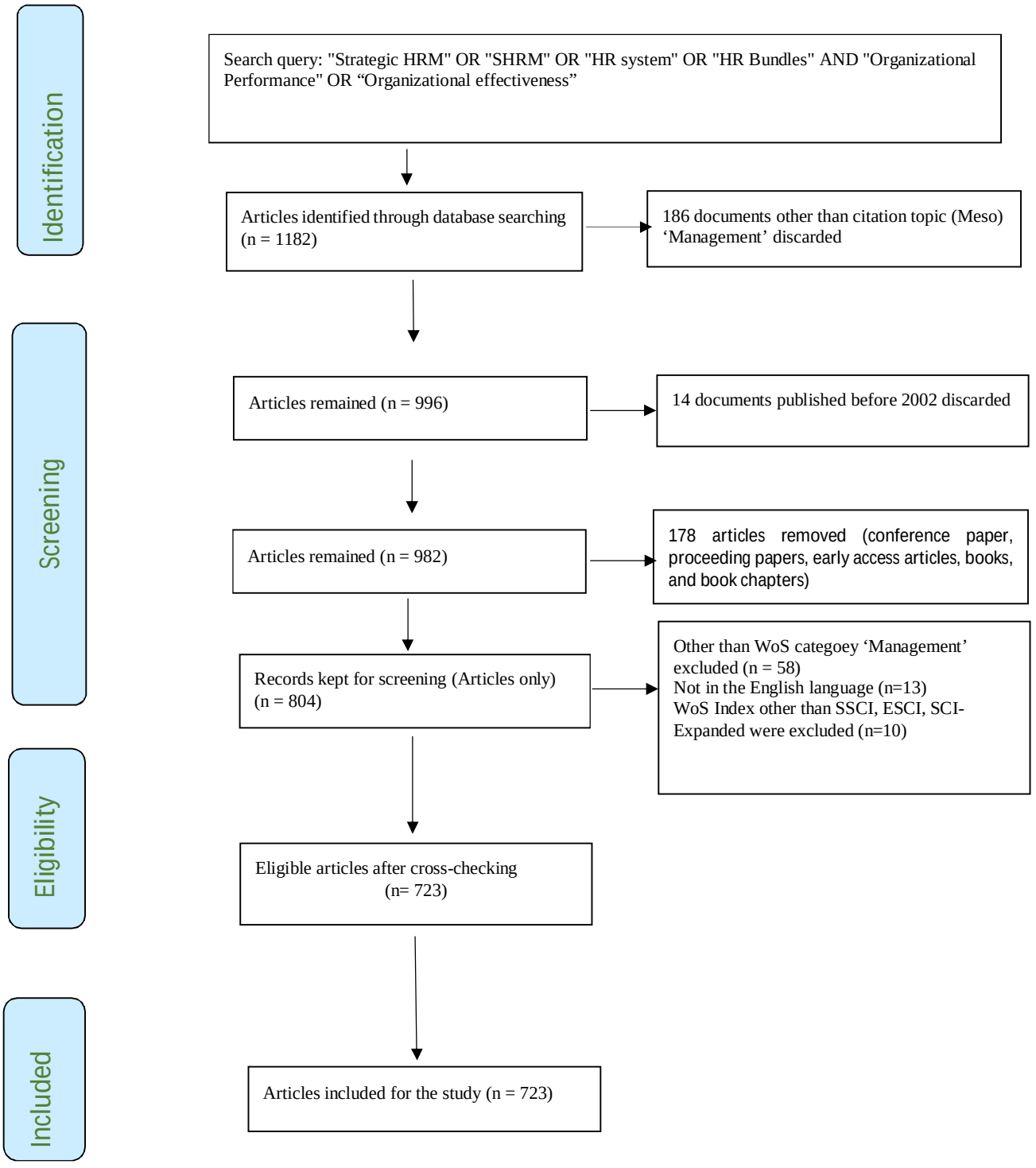

Figure 2 Literature selection through PRISMA checklists

In order to comprehend the development of the SHRM-organisational performance field as well as its conceptual and intellectual structure, this

research integrates three different tools. This study uses bibliometric analysis (Donthu et al., 2021) to comprehend the social and intellectual structure, and science mapping through network analysis (van Eck & Waltman, 2017) to validate the conceptual development. Themes in the study of organisational climate are discovered by bibliometric coupling and co-citation and are then confirmed by network analysis (science mapping analysis).

This research adopts the bibliometric analysis method following Donthu *et al.* (2021) and Markoulli *et al.* (2017) to examine and make conclusions from 723 articles collected from the WoS database. With the assistance of the software such as VOSviewer and biblioshiny by software R, this research carefully examined the climate scholarship (Aria & Cuccurullo, 2017). R is a powerful Programme for bibliometric analysis because it is part of an open-source ecosystem (Bahuguna et al., 2022). It enables researchers to manage massive amounts of data that is bibliographic and also minimizing any potential preconceptions (Burton et al., 2020). To further accomplish the objectives of the investigations, bibliographic analysis, citation assessment, co-citation assessment, and keyword occurrence were conducted. In science mapping and performance metric analysis, bibliometric analysis is helpful (Donthu et al., 2021). 'Performance metric analysis' generally takes into account the contributions of study participants, whereas 'scientific mapping' primarily focuses on the connections between research components. 'Bibliometric analysis' is most suited for 'scientific mapping' when the emphasis on empirical findings is producing numerous, dispersed, and contentious research streams (Aria & Cuccurullo, 2017).

2.3 Evaluation of performance- a bibliographic data frame

Performance analysis reports measures relating to performance, citations, and publications as well as metrics linked to citations and publications (Cobo et al., 2011). The performance-related measures include the overall number of publications, the number of single or joint authors, the number of articles, the growth pattern over time, and the main keywords. Total and average citations are measures linked to citations. Collaboration index, number of cited articles, and h-index are measures linked to citations and publications.

The search's findings, which comprised 723 articles by 2452 authors published in English during January 1992 and December 2022, are shown in Table 2., with a median of 38.81 citations per article and a 10.79% annual growth rate.

Table 2 Primary bibliometric analysis data

Details	Outcome
DATA- MAIN INFORMATION	
Time period	1992:2022
Sources	419
Articles	723
Growth Rate % (Annual)	10.79
Articles Mean Age	7.67
Mean citations per article	38.81
'References'	31500
CONTENTS OF ARTICLE	
Keywords	1909
Keywords used by authors	3012
AUTHORS	
Total Authors	2452
Authors of single-authored articles	163
COLABORATION BETWEEN AUTHORS	
Articles with Single-author	200
Per article, co-authors	2.62
Collaborations across borders %	33.84

Figure 3 shows the trend in publication by year from 2002 to 2022. Since 2012 (n=30), there has been a noticeable increase in the amount of literature. In the year 2020 (n=58) and year 2021 (n=73), there was a considerable increase in the relational view of articles in the SHRM and OP as a result of the COVID years.

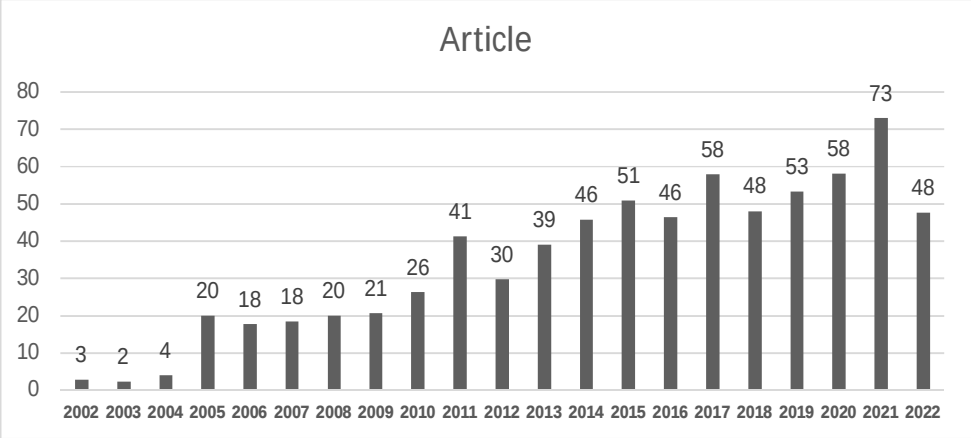

Figure 3 Year wise articles

Most influential authors with their publications are given in Table 3, which presents the details about authors with highest number of citations, articles and h-index. The author's h-index is a metric that tracks an author's productivity and the citation effect of their published works. According to "author impact analysis" done on Biblioshiny, Wright P M has the highest h-index, at 12.

Table 3 Most influential authors

Authors	Articles	h_index	g_index	m_index	TC	NP	PY_start
Wright PM	14	12	14	0.632	798	14	2005
Lepak DP	11	11	11	0.611	2427	11	2006
Cooke FL	14	10	14	0.714	644	14	2010
Crick JM	12	10	12	2.000	407	12	2019
Brewster C	8	8	8	0.381	273	8	2003
Crick D	8	8	8	2.000	300	8	2020
Kaufman BE	8	7	8	0.500	331	8	2010
Wei LQ	11	7	11	0.368	477	11	2005
Chadwick C	6	6	6	0.300	612	6	2004
Chen Y	7	6	7	0.667	399	7	2015
Jiang KF	8	6	8	0.545	931	8	2013
Kehoe RR	6	6	6	0.375	251	6	2008
Paauwe J	7	6	7	0.400	495	7	2009
Tang GY	7	6	7	0.667	656	7	2015
Teo STT	7	6	7	0.273	182	7	2002

Boon C	6	5	6	0.333	842	6	2009
Boselie P	5	5	5	0.333	690	5	2009
Fawcett AM	5	5	5	0.357	379	5	2010
Fawcett Se	5	5	5	0.357	379	5	2010
Jackson Se	5	5	5	0.263	1412	5	2005

Based on the affiliation of the related authors, Table 4 highlights the most productive countries in terms of scientific publication. To evaluate international collaboration, one can look at the proportion of articles with authors from the same country and articles with authors from different countries. 'Single country publications (SCP)', in which all of the writers are from the same nation, and 'multiple country publishing (MCP)', in which the authors are from various countries and the papers demonstrate intra- or inter-national cooperation, are the two different categories of articles. It is clear that Canada (MCP ratio: 0.540), Germany (MCP ratio: 0.457), and the China (MCP ratio: 0.395) all engage in significant levels of international cooperation. India, on the other hand, has the lowest MCP ratio (0.093).

Table 4 Country wise publications

Country	**Articles**	**SCP**	**MCP**	**Freq**	**MCP_Ratio**
USA	245	171	74	0.194	0.302
China	177	107	70	0.140	0.395
United Kingdom	103	66	37	0.082	0.359
Australia	91	63	28	0.072	0.308
Netherlands	51	37	14	0.040	0.275
Canada	50	23	27	0.040	0.540
Germany	46	25	21	0.036	0.457
India	43	39	4	0.034	0.093
Spain	43	32	11	0.034	0.256
Italy	38	27	11	0.030	0.289

2.4 Conceptual structure of the field

The critical method for comprehending the ‘conceptual framework’ of investigation conducted in a particular field is ‘co-word analysis’ (Callon et al.,

1991). To identify informative clusters and research themes, science mapping was employed. In this section relationships between research constituents are examined through ‘co-word analysis, ‘co-citation’, ‘co-authorship’, and ‘bibliographical coupling analysis’. These techniques while combined with network analysis are able to present the bibliometric structure such as, conceptual structure, social structure, and intellectual structure of the research field (Baker et al., 2021).

Figure 4 Key word cloud

Table 5 lists the top 20 widely used keywords. 'Human resource management', 'performance', 'impact', and 'relational view' constitute a few of the most used keywords in the field, as is seen from the figure 4.

Table 5 Keywords occurrence

Keyword	**Occurrences**	**Total link strength**
Performance	323	1425
Impact	300	1649
Human-resource management	287	1442
Firm performance	265	1482
Strategic HRM	198	972
Competitive advantage	149	802
Systems	142	799
Organizational performance	128	741
Relational view	121	590

Innovation	113	596
Strategic human resource management	110	533
Strategy	104	540
HRM	103	492
Model	96	445
Mediating role	72	379
Work	72	270
Perceptions	66	346
Trust	64	291
Absorptive-capacity	61	296
Capabilities	58	334

The network diagram through VOS Viewer (Figure 5) is given below which shows three clusters of this research field.

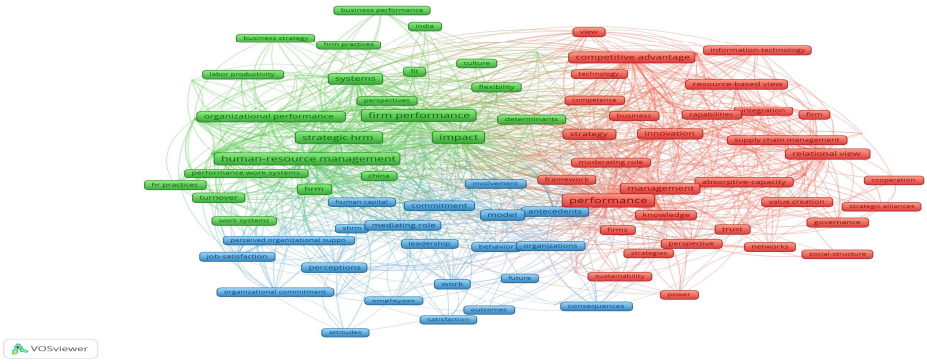

Figure 5 Clusters by keywords

Visual representation of density is an effective technique for assessing the intensity of relationships between keywords (van Eck & Waltman, 2017). Because of its powerful graphical user interface, VOSviewer software was utilized to build a density map (Cobo et al., 2011). Distinct colors are used to depict different densities on the keyword co-occurrence heat map (see Figure 6). A larger density of the yellow color denotes the subject or topic that is used more frequently. The four keywords most frequently used in SHRM literature are "human resource management," "performance," “impact” and "relational view" since they have the highest density in our analysis.

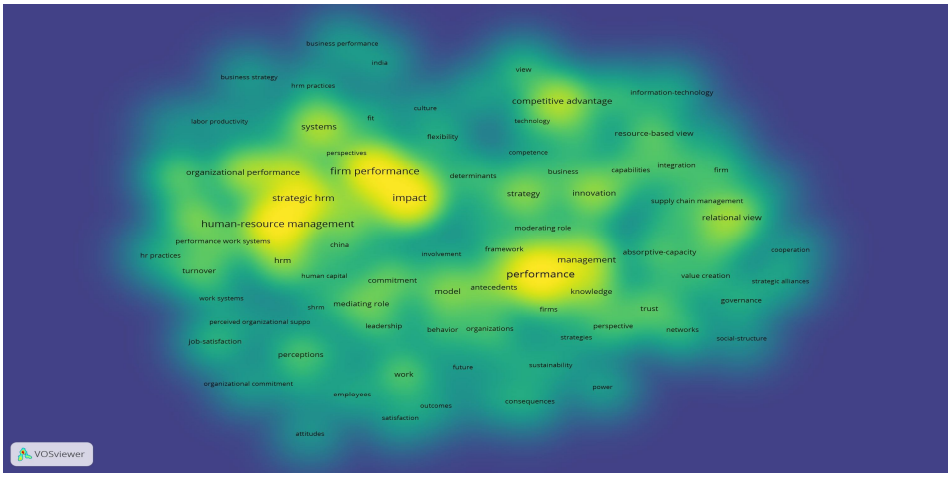

Figure 6 Density Visualization-Keywords

Evidence about the usage of the keywords is shown in Figure 7. Additionally, a review of the key themes reveals that, as of 2012, the focus of the research has shifted to analyzing the linkages between organizational performance, 'human resource management', and the mediating function of relational viewpoints. Similarly, trend since 2020 shows sudden increase in publications in this field (Figure 8).

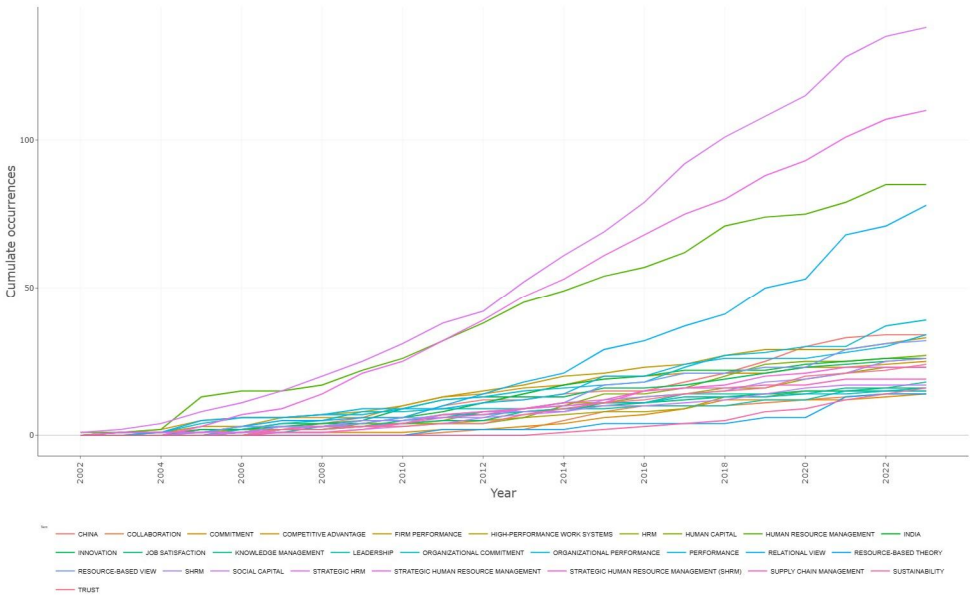

Figure 7 Keyword trend

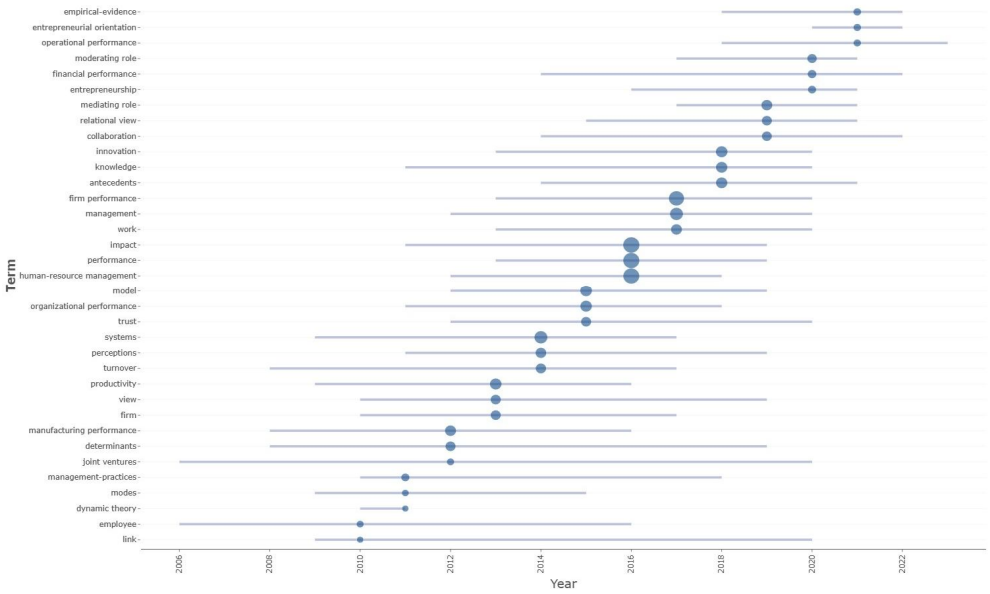

Figure 8 Keyword dynamics

Figure 9 depicts a more graphic representation of themes emerging in the field of relational perspectives in SHRM and organizational performance with reference to the authors and their countries. The three-field plot in this picture represents the contributions of multiple countries, authors, and themes to the field of relational perspectives in SHRM and organizational performance. The first column lists the nations that are now active in publication of research articles in this scholarship, the second column lists the names of the scholars who are currently contributing from those countries, and the third column lists the authors' most frequently used terms. What we refer to in this study as "themes" are formed by how frequently certain terms appear. It is evident from the boxes' height and the connecting lines' thickness. With 77 authors linked to the USA, with the most author affiliations. Following China and United Kingdom in that order, Australia has the next highest number of authors. Wright P M and Cooke FL continue to be the two largest contributors from USA and Australia, as shown by the thickness of the line connecting the countries to the authors. The keyword clusters coming out of this graph are “Strategic HRM”, “relational view” and “firm/organizational performance”

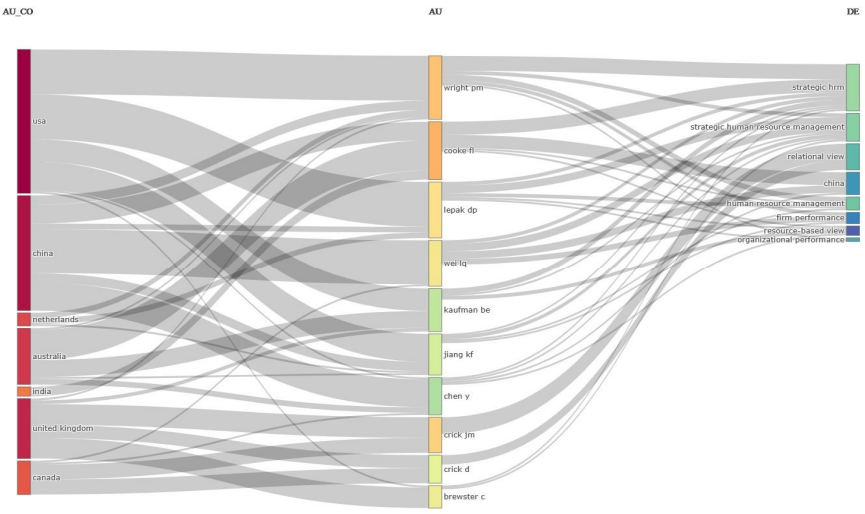

Figure 9 Three field plot

2.5 Thematic Map Analysis

This research field is built on a foundation that is comprised of several different themes. A thematic map analysis was performed to determine the field's emergent themes. This approach identifies and visualizes conceptual subdomains by combining performance analysis with scientific mapping methods. The algorithm creates the theme map by doing analyses based on co-words and the h-index. On the basis of "*centrality*" and "*density*", the algorithm separates the themes into the following four categories:1) "motor themes": themes that are both essential and fully developed for the purpose of organizing a research scholarship; 2) "niche themes", which are extremely specialist and located in the periphery; 3) "developing or declining themes", which are themes with a less density and a central role in the research scholarship; 4) "basic themes": fundamental, general, and Cross-Cutting Themes relevant to the research scholarship.

Figure 10 shows a map of author keywords organized by theme which was produces using 100 author-specific keywords and a minimum cluster occurrence rate of 10 (per thousand documents). The number of terms in that theme increases as the size of the circle increases (Cobo et al., 2011). A thematic map enables the visualization of distinct themes typologies based on "*density*" and "*centrality*", the two dimensions of thematic maps (Cobo et al., 2011).

While *"centrality"* analyses the degree to which of external links with other themes by using the authors' keyword field, *"density"* assesses the intensity of internal linkages between the other keywords used to describe the research subject. (Aria & Cuccurullo, 2017).

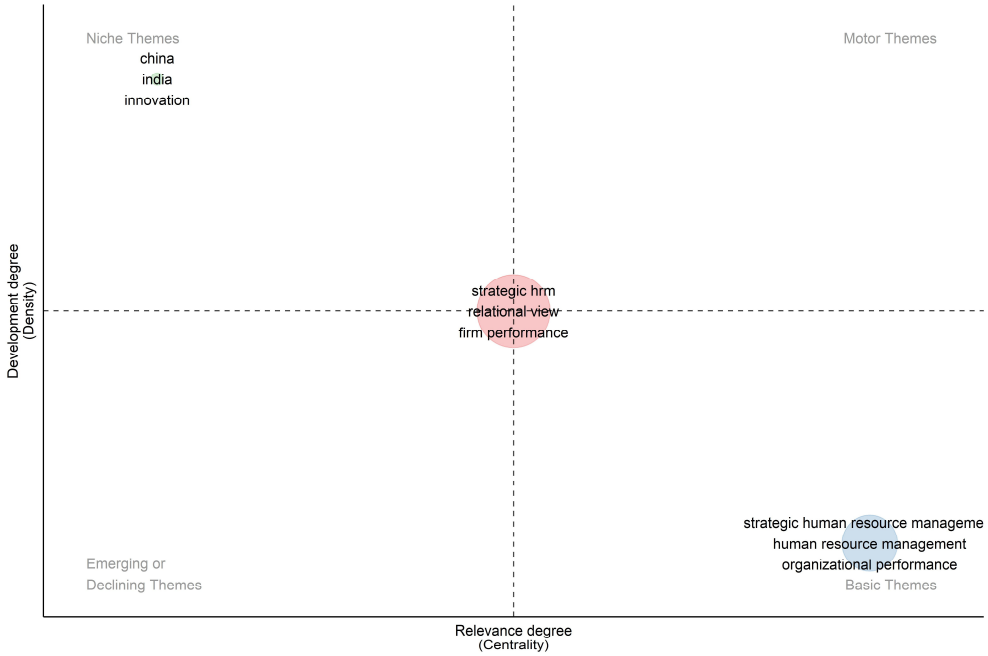

Figure 10 Thematic Analysis

The thematic analysis resulted into three themes. They are

1. Strategic HRM and organizational performance
2. A Relational view on Strategic HRM
3. Strategic HRM in India

2.6 Thematic Review of the Literature

The connection between the relational part of SHRM and organizational effectiveness or performance has received comparatively little research. Reviewing articles that advance knowledge in this area and relevant research gaps becomes essential as a result. To properly cover the subject, relevant topics and challenges from the past and present are reviewed. With a view to gain a greater understanding of the subject matter and applicability of the study topic, both qualitative and quantitative components of the literature review were taken

into consideration. Below are the various themes that were taken into consideration for this study. The following themes will be covered: Theme 1: Strategic HRM and organizational performance; Theme 2: A Relational view on Strategic HRM; Themes 3: Strategic HRM in India.

Beginning with a summary of the current status of the SHRM and organisational performance, the chapter lays out a structured study flow, then identifying research gaps, formulating a research topic, and determining whether the theoretical assumption is applicable and acceptable. The evaluation of the literature aided in the formation of research objectives, and the adapting the questionnaire as a data collection tool for the research. Major conclusions and gaps are deduced from this review. A thorough assessment of the literature was done using the three major themes given while keeping the business problem in mind.

2.6.1 Theme 1: Strategic HRM and organizational performance

One of the long-standing objectives of HRM study is to comprehend the connection between HRM and organizational success (Osborne, 2017). Even though there is ample proof of a significant association (Obeng et al., 2021), there are still unaddressed basic inquiries regarding the mechanisms by which HRM is connected to various outcomes (Caillier, 2016). Instead than concentrating on the impact of specific human resources (HR) activities, HRM research now emphasizes systems approach, which focuses collections of HR practices in examining the impacts of HRM on employees and organizational outcomes (Boselie et al., 2021). A "bundle" or collection of HR processes that have evolved for a significant staff group is known as an HR system. As a result, depending on how the group's work is structured and how the individuals in the company are handled, these systems have various designs and implementation strategies. As a result, HR strategy should be viewed as a collection of HR systems with varying levels of overlap (Zirar et al., 2021).

Regarding SHRM: What It Is, How to Measure It

The study of the relationship is a key area of focus for SHRM, which is concerned with the management of people. But in fact, this is a field of research that attracts scholars from different professions who work in an array of relevant (sub) fields and who each show up to have a unique understanding of HRM and,

perhaps more importantly, their own approach for implementing the idea in terms of different HR practices. On the definition of HRM, there doesn't seem to be agreement (Beijer et al., 2021). Earlier research demonstrated the usage of a staggering array of various HR methods (Boselie et al., 2021). The definition and assessment of human resource management do not use a single, rigid list of HR practices or systems of practices. Boselie et al. (2005) cite up to 26 different methods that have been applied in various studies. Capability building, learning and development, incentives and reward programs, performance management (including appraisal), and careful hiring and selection are the most common four practices in terms of acceptance (Boselie et al., 2021). These four practices demonstrate the primary objectives of a large number of SHRM systems, which are to find and hire significant performers, give them the knowledge and self-assurance they need to work effectively, monitor their progress toward their required performance targets, and appropriately acknowledge and reward the employee for meeting or exceeding them (Lee et al., 2019). This is a set of practices that closely correspond to what are known as "High Involvement" or "High Performance" Work Systems and it more or less mirrors some of the fundamental techniques usually associated with AMO framework (Appelbaum et al., 2000). According to Beijer et al. (2021), more than half of all articles published after year 2000 used the AMO theory. As a result, this research investigates the connection between HRM and performance by gradually observing the emergence of consensus around how HRM is operationalized.

There is currently no agreement on how to evaluate the HR practices themselves. For instance, some studies examine the presence or absence of a practice, while others examine how frequently it is used to different employee groups or how effectively it seems to work. The problem faced in SHRM measurement are for which job category the HR practices are related to, as well as the question of whether respondents are sufficiently qualified to give a legitimate and correct response on the specifics of the HR practices involved. Wright (2020) provide a thorough analysis of these issues and recommend focusing on one (preferably core) job category while using a range of respondents, including actual employees. An in-depth analysis of HRM reveals

that firms commonly use a variety of HR systems (Minghua, 2022). Researchers have found that groups like employees, managers, specialists, assistance workers, and technical professionals are usually handled in very distinct ways, with substantially varying compensation levels and types, duration and certainty of employment agreements, degrees of autonomy, the level of stress employees face at work, and the variety of learning possibilities (Veth et al., 2019).

A key area of study is how practices are integrated into HR systems. The idea that HR practices should be combined or "internally fit" is often supported by those who think that these processes should be focused on a certain objective and, as a consequence, encourage a high degree of uniformity in the signals that are sent to employees via an HR system (Adikaram et al., 2021). In literature, effective pairings of HR practices that complement one another or have additive value have to be compared with harmful pairings of HR practices that work against each another or have unfavorable synergistic effects (Mariappanadar & Hochwarter, 2022). The latter is demonstrated by an HR system that includes effective collaboration in training but also includes performance rating procedures that emphasize highly individualized accomplishments. The expensive duplication of HR practices, such as overly complex selection procedures where additional selection tools have no further predictive value of good hires, is another area of concern. Highly cohesive HR systems are thought to assist the creation of the kind of important, unique, and difficult-to-replicate human resource practices that provide the organization its "Core Competence" and supports competitive advantage (Yu et al., 2022) .

Literature also suggest that economic rationale are not the only source of designing of HR practices (Kaufman, 2020). It is common knowledge that a lot of HR practices were introduced for organizational or sociopolitical motives. Regardless of whether these HR practices "fit" with competitive strategy or have a positive impact on an organization's financial condition, many societies necessitate the adoption of certain HR practices for legitimate social reasons, such as recognizing the existence of unions and rules and regulations for a minimum wage. Additionally, the evidence seems to indicate that conflicts frequently arise inside HR systems. To comprehend the types of tensions experienced by organisations operating in a more complex and dynamic

environment, we must examine the "Paradox Theory" (Keegan et al., 2019). Divergent demands have been made by numerous internal and external stakeholders for the organisation to fulfil a variety of objectives, including profit maximization, long-term organisational viability, and social legitimacy. They undergo simultaneous evaluations along several (e.g., economic, ecological, and social) dimensions, which causes conflicts when establishing HR systems (Aust et al., 2020).

SHRM Construct

The "HR bundle perspective," which has been around for a while, proposed that HR practices deployed in an organization ought to create cohesive, interconnected bundles that together would shape different HR systems. Particularly, it is stated that combining particular HR practices has advantageous and mutually beneficial consequences, which are therefore thought to result in outstanding performance. Surprisingly, there isn't any consensus or uniformity on the categories of HR practices that compose up various HR systems, nor is there any consensus regarding how to identify and measure those categories of HR practices. There doesn't seem a single, strict list of HR practices that can be used to measure HRM, according to literature reviews (Combs et al., 2006). The extent and intricacy of empirical investigations examining the influence of collections of HR processes on performance of efficiency can soon become impracticable in terms of time, space, and data required because there are so many different HR practices (and hence, so many different “HR configurations”) available (Beijer et al., 2021). Since “HR configurations” should preferably be examined in connection to other contextual factors (intra- and/or extra-organizational), quantifying the possible effects of HR configurations is made more difficult. This thesis will explore and perform a significant study of the synergistic effects of HR processes through Appelbaum et al. (2000) AMO paradigm with three HR policy areas of motivation, ability, and opportunity. According to the theory capacity, drive, and chance to perform will lead to performance as an outcome by these three critical (and linked) elements. As a result, any or all of these three core components—which may be regarded as three separate characteristics of HR systems—might be impacted and improved by HR practices. In the “meta-

analysis" conducted by Jiang and Messersmith (2018), three AMO components of HR systems are found to be connected to financial outcomes. This research classified the HR practices in three AMO components and hypothesize that they enhance organizational outcomes as a result of these "configurations".

According to the AMO hypothesis, bringing together these methods can help foresee a variety of performance outcomes (Bos-Nehles et al., 2017). The "Ability, Motivation, and Opportunity (AMO) theory" has received considerable recognition in the field of human resource management (HRM) in an effort to possibly clarify the complex relationship among HRM practices and performance. It is generally accepted that an individual's 'ability (A)', 'motivation (M)', and 'opportunity (O)' can be combined to create a measurement of performance (P). Although the precise mechanism of this model is less explained, contemporary HRM research has made use of it in a manner that indicates the associated HRM practices have an impact on a person's competence (ability), desire to achieve results (motivation), and accessibility to showcasing opportunities (opportunity), which in turn results in performance-related outcomes. Employee opportunities are produced by self-directed teams or decision-making, training has the potential to boost employee engagement and drive to achieve results, and performance-based remuneration has the potential to increase employee competence. However, there is some confusion regarding the most effective approach to implement these HRM practices, and no definitive plan has yet been developed for realizing the enormous potential of AMO.

This research will attempt to understand few key issues of this model. First, the AMO theory appeared to be preoccupied with distinct qualities of HR processes, while tracing its history back to its inception. The findings suggests that there are at least two different manifestations of the AMO concept, one for individuals and the other for organizations. The model was empirically evaluated by a small number of academics till now, despite the fact that AMO is a widely used paradigm to explain performance. Furthermore, the description and selection of exogenous and endogenous variables suffer from an essential absence of uniformity in the literature, which is made poorer by being unable to take "context" into consideration while making these choices.

Practitioners and academics should be better able to comprehend which HR approaches enhance employee capability, motivation, and opportunity, and what performance outcomes are enhanced as a result of deployment of SHRM on AMO-based components. The model's application value has been severely hampered by a dearth of sufficient empirical testing, despite the fact that AMO has garnered several citations and been utilized as a foundation for research publications. This constraint appears to be the source of the main application difficulty, which is practically impossible to compare studies because of the stark contrasts and ambiguity in the choices of dependent and independent variables in earlier research. The fact that some of the strongest proponents of AMO have come from qualitative research, which tend to describe general aspects rather than their precise quantification, must be emphasized.

The AMO component- "Ability"

Ability in HRM refers to a variety of procedures designed to guarantee employees have the tools necessary to carry out their responsibilities (Sarikwal & Gupta, 2014). The areas where ability-enhancing activities are most frequently applied are hiring and selecting, learning, and career development, according to many academics (Salas-Vallina et al., 2021). Learning and development strategies boost the likelihood of picking up new skills, seeing obstacles, and spotting possibilities, while hiring and selection procedures concentrate on luring and selecting individuals who meet the needs of the organization (Schimansky, 2014). Literature review results in following HR practices as Ability enhancing HR practices,

Table 6 Ability improving HR Practices

AMO Component	Related SHRM practices	Related Articles by authors
Ability (A)	Capability Building, Training and Development	(Al-Tit, 2020), (Wood, 2021); (Guerci et al., 2019); (Knies et al., 2017); (Cho et al., 2023); (Steinke et al., 2015); (Demortier et al., 2014); (Katou, 2011); (Fu et al., 2013); (Obeidat et al., 2020); (Schimansky, 2014); (Sarikwal & Gupta,

		2014)
	Hiring and Selection	(Al-Tit, 2020); (Bello-Pintado, 2015); (Ružić, 2015); (Guthrie et al., 2011); (Fu et al., 2013); (Guerci et al., 2019) (Kaufman, 2020); (Obeidat et al., 2020); (Vermeeren, 2017); (Renwick et al., 2013); (Katou et al., 2020); (Kloutsiniotis & Mihail, 2020b)
	Performance Evaluation	(Al-Tit, 2020); (Fu et al., 2013); (Sarikwal & Gupta, 2014); (Demortier et al., 2014); (Kloutsiniotis & Mihail, 2020b); (Wood, 2020); (Katou et al., 2020)

The AMO component- "Motivation"

The extent to which a person desires and determines to carry out a specific set of behaviors is one way to describe motivation (Sarikwal & Gupta, 2014). It could be possible to be motivated either internally or externally. Their interests and values are what drive internal factors like a person's satisfaction and enjoyment at work. External factors, including financial incentives, usually place more value on immediate outcomes (Schimansky, 2014). Long-term loyalty among employees is typically correlated with intrinsic motivation (Schimansky, 2014). Some authors claim that occasionally, intrinsic motivation might be undermined by an insufficient amount of extrinsic incentive (Bos-Nehles et al., 2013).

The literature study indicates that rewards and performance evaluation are the two most popular methods for boosting motivation. Pay for performance is a common method employed in many investigations, both at the individual and corporate levels. The non-financial factors that influence motivation, such as acknowledgement, job security, internal advancement in one's career, social contacts, and balance between work and life, have also been shown in several research. However, we rarely see methods that place a significant focus on

intrinsic drive. In the literature review, we uncovered a few examples of collaborative settings, performance preparation, and learner motivation. According to a literature review, HR practices can be improved by adhering to them.

Table 7 Motivation improving HR Practices

AMO Component	**Related SHRM practices**	**Related Articles by authors**
Motivation (M) (Extrinsic)	Appraisal and evaluation of Performance	(Al-Tit, 2020); (C. E. Armstrong & Shimizu, 2007); (Vermeeren, 2017) (Kloutsiniotis & Mihail, 2020a) (Bos-Nehles et al., 2020); (Ramsay et al., 2000)
	Financial Incentives	(Al-Tit, 2020); (Katou & Budhwar, 2010);(Block & Pickl, 2014); (Boon et al., 2019); (Ehrnrooth & Björkman, 2012); (Cooke et al., 2021); (Jiang et al., 2013); (Innocenti et al., 2011)
	Performance based remuneration	(Wood, 2020); (Al-Tit, 2020); (Fu et al., 2013); (Demortier et al., 2014); (Sarikwal & Gupta, 2014)
	Rewards & Recognition	(Claudia, 2015); (Block & Pickl, 2014); (Katou et al., 2020); (Innocenti et al., 2011); (Bainbridge, 2015);
	Compensation, incentive, benefits, Job stability	(Sarikwal & Gupta, 2014)(Jackson et al., 2014a)
	Career growth as Internal Promotion	(Liu et al., 2022) (Bello-Pintado, 2015) (Wood, 2021)
	Corporate Social	(Kunz, 2020) (Hsieh et al., 2022)

	Activities	
	Work-life Integration	(Khan et al., 2020); (Wood, 2021) (Knies & Leisink, 2014) (Sarikwal & Gupta, 2014) (Alfatihah et al., 2021)
Motivation (M) (Intrinsic)	Motivation to Learn	(Forson et al., 2021) (Challis & Clarkson, 2020) (Shkoler & Kimura, 2020)
	Willingness to Perform	(Raza et al., 2020); (Diem Vo et al., 2022); (Ferguson et al., 2011)
	Collaborative atmosphere	(Scott & Manning, 2022), (Yang et al., 2022)

This motivational hypothesis states that motivation and ability work together to affect performance (Vroom, 1964). Employees that are unable to work well may be unmotivated because they feel that success is unlikely or that performance is too difficult for them (Wood, 2020). A motivated worker who lacks specific expertise or abilities may make an extra effort, but it won't have much of an impact on the output, according to MacDuffie (1995).

Employees who understand management methods and value applying this knowledge to achieve performance and are encouraged to do so will likely be more effective than those who understand management strategies but have little interest in putting them into practice (Jiang et al., 2013).

The AMO component- "Opportunity"

The term "opportunity" refers to a collection of events that permit something to occur. Employee involvement can take many different forms, such as taking part in making decisions, exchanging information, interacting across functional lines, and improving work (Schimansky, 2014). In the context of HRM, opportunity-enhancing strategies are intended to distribute power to make decisions and foster feedback from staff (Demortier et al., 2014). As a result, employees view participation as a means of connecting (Schimansky, 2014). Similar to how evidence that a company invests in encouraging initiatives can increase employee feelings of belonging to the organization while reducing stress, absenteeism, and rate of resignation, according to organisational support theory (Boon et al., 2019).

Table 8 Opportunity Enhancing HR Practices

AMO Component	**Related SHRM practices**	**Related Articles by authors**
"Opportunity" (O) (The involvement of employees)	Self-managed work groups	(Ahmad Adnan Al-Tit, 2020; Wijaya NH, 2019; Armstrong et al., 2010; Sterling & Boxall, 2013; Fu et al., 2013)
	Problem-Solving Teams	(Wood et al., 2015; Armstrong et al., 2010; Ramsay et al., 2000; Fu et al., 2013)
	Working together in teams	(Sarikwal & Gupta, 2013; Munteanu, 2014; Kroon et al., 2013
	Participation in the Making of Decisions	(Ahmad Adnan Al-Tit, 2020; Boselie, 2010; Guerci et al., 2015; Katou & Budhwar, 2010; Wijaya NH, 2019; Sarikwal & Gupta, 2013; Renwick et al., 2012;)
Opportunity (O) (Knowledge and information Sharing)	Communication and Information Sharing	(Shin et al., 2016; Pintado, 2015; Fu et al., 2013; Armstrong et al., 2010; Jiang, Katou, 2010)
	Mechanisms for Suggestions, Concerns, or Surveys in Place	(Boselie et al., 2005; Jiang, Lepak, Hu, et al., 2012; Choi, 2014; Ramsay et al., 2000; Guerci et al., 2015)
"Opportunity" (O) (Job Design)	Career Profile	(Shin et al., 2016; Bainbridge, 2015; Guerci et al., 2015; Fu et al., 2013; Block & Pickl, 2014; Boon et al., 2014)
	Rotation of Jobs	(Shin et al., 2016; Boselie,

		2010; Katou & Budhwar, 2010; Choi, 2014)
	Positive Working Conditions	(Block & Pickl, 2014)
"Opportunity" (O) (Improving autonomy)	Independence of work	(Wijaya NH, 2019; Bello-Pintado, 2015; Boselie, 2010; Kroon et al., 2013; Sarikwal & Gupta, 2013; Knies & Leisink, 2014)
	versatility	(Claudia, 2015; Bal & De Lange, 2015; Wood et al., 2015)

This thesis interprets opportunity as organizational situational support, such as job design, autonomy, information, and knowledge-sharing structures, teams that are self-managed, versatility, empowerment, and specific rules and regulations for carrying out duties.

The empirical papers that meaningfully apply AMO theory were reviewed in-depth during the literature review. It has been found out that the variables taken into account in the empirical AMO studies vary greatly. The discrepancy makes it difficult to evaluate the increasing body of empirical evidence linking AMO factors to performance.

Organizational Performance Construct

The field of measurement of performance is critical in both academics and in practice, as businesses aim to quantify what they manage (Cooke et al., 2021). The business management and HR function have both invested significant time and effort in researching the transdisciplinary issue of measuring performance (Njoku et al., 2019). A group of financial and non-financial metrics known as organizational performance (OP) are used to assess how successfully the objectives of an organization have been achieved (Rehman et al., 2019). The ultimate goal of research in the OP field is to figure out how to develop, shape, and sustain OP so that firms can improve their profitability and long-term survival (Singh et al., 2016). "Strategic human resource

management (SHRM)" examines organizations' overall HR strategy and attempts to measure its impact on performance (Boxall, 2018).

SHRM has a positive correlation with OP (Boselie et al., 2021). Earlier researches established the positive impact of SHRM on varied outcomes at organizational level, business unit level and individual level (Bartram et al., 2021). According to the literature, little is known about the organisational performance construct used in studies linking SHRM and OP (Larsson & Edwards, 2021).While, some studies have evaluated the OP through subjective measures by subjective information gathered from key informants about their organizations' overall performance, the other studies have evaluated the OP through objective measures such as accounting, financial or market indicators. As a result, there is no single measurement model for measuring OP in SHRM literature, and researchers and practitioners use a variety of indicators to do so (Lee & Cogin, 2020). The different ways that single, multiple, and aggregated performance measurements are used confound the approaches more and more. However, there is no guidance in the SHRM literature on how to select and operationalize OP indicators (Van Looy & Shafagatova, 2016).

McKinsey reports that organizational performance is an extremely complicated field of research that is becoming increasingly important in the period of disruptions, market declines, onslaught of global pandemic, high talent turnover rates, and increased indications of environmental issues (Maor et al., 2022). As per the report published by Accenture in collaboration with World Economic Forum, a new phase of business competitiveness is on the horizon. Twin engines of innovation and sustainable development will measure success (Shook et al., 2021). Boston Consulting Group (BCG) mentions the development of new individual and organisational capabilities that integrate social and environmental impacts with value for shareholders(Bhattacharya et al., 2022). Still no research provides the cutting-edge knowledge of OP in the SHRM literature (McCartney & Fu, 2021).

Early stages of the development of OP focussed on using straightforward accounting metrics like revenue growth and profit (Sayed et al., 2022). Due to their static nature, difficulty in understanding, short-term perspective, internal emphasis, lack of consideration for opponents and consumers, and lack of a

clear connection between activity measures and organizational strategic goals, these accounting-based financial metrics have begun to lose their importance (Singh et al., 2016). Performance measurement has changed from conventional to modern measuring system due to numerous constraints and difficulties of previous measurements (Castro et al., 2020) and a noticeable change from the static evaluation of a business's financial performance to an approach that takes consumers, business processes, HR results, and results from innovation into account (Jotabá et al., 2022). Considerable efforts have been put to design and implement new measurement systems (Yadav et al 2014). Numerous frameworks and measurement techniques, like "The Performance Pyramid System", "Balanced Score Card", and "Triple Bottom Line", have been established (Nandi et al., 2022). The majority of these frameworks place equal emphasis on non-financial and financial components of success, such as consumers, inventiveness, procedures, etc (Mai et al., 2022). It has been stated that non-financial variables related to performance are what primarily influence the financial results (Silvestro, 2014).

Currently, the need for aligning human resources-based performance system with OP systems is also recognized (Sayed et al., 2022). Dyer et al., (2006), in their evaluation of the literature on the effectiveness of "bundling" HR procedures in the context of strategic HRM, the authors suggested four potential kinds of measurement for organizational success:

1. Outcomes related with employees (Attrition rate, no of days absent etc.),
2. Results related with operational parameters (parameters on productivity, quality of good/services),
3. Results related to economic/accounting measures (Return on Assets, profit etc), and
4. Results related to market performance (stock price, returns etc).

The literature review on OP as dependent variable in SHRM scholarship represents various variables (Table 9) used as OP in last three decades.

Table 9 Organizational Performance Variables

Measure	Variable	Research Articles
Accounting (Objective)	Average growth in Sales Volume	Lee et al. (2005); Mulla & Premarajan (2008); Lee et al. (2005);
	Profit	Cabrale et al. (2009); Bendickson, (2019)
	ROA	Delery and Doty (1996)
	Value added, Profitability, Solvency, Liquidity	Sels et al. (2006)
Accounting (Subjective)	Annual Profit growth,	Wright et al. (1999)
	Annual sales Growth,	Wright et al. (1999); Mitchell & Obeidat (2013)
	profit	van Esch et al. (2018); Muduli (2015)
	sustainable competitive advantage and customer services	Awolusi et al. (2015)
Operational (Objective)	Productivity	Chao and Shih (2018); Huselid et al. (1997)
	Quality of products/Service	Su & Wright (2012) Joshua S. Bendickson, Timothy D. Chandler (2019)
	Customer satisfaction,	Su and Wright (2012)
	Technological innovation	Su and Wright (2012)
Operational (Subjective)	perceived efficient, quality and innovative services	Chakraborty & Biswas (2019); Nigam et al. (2011); Chang et al (2020); Su & Wright

		(2012)
	last 3 years Productivity	Chao & Shih (2018)
	Sales volume growth as compared to competitors	Gurbuz & Mert (2011); Cappelli & Neumark (2001)
	net profit as compared to competitors	Gurbuz & Mert (2011)
	last 3 years Productivity	Elorza et al. (2011); Guthrie (2001)
	Customer Satisfaction	Batt & Colvin (2011); Zhang and Morris (2013)
	Company Image & Reputation	Gurbuz & Mert (2011); Bae & Lawler (2000); Zhang & Morris (2013)
Market (Objective)	Tobin Q	Mulla & Premarajan (2008)
Market (Subjective)	Perceived Market Performance	Delaney & Huselid (1996); Smith & Blum (2000)
	Market share	Stanton (2011); Zhang & Li (2009); Bae & Lawler (2000); Gurbuz & Mert (2011); Chuang & Liao (2010)
HR (Objective)	turnover	Huselid (1995); vandenberg (1999); Way (2002)
HR (Subjective)	perceptual measure of employees' commitment, job satisfaction, absenteeism, and flexibility	Hoque (1999)

Retention and employee motivation	Armstrong et al (2010)
Job Satisfaction	Budhwar (2006); Green et al. (2006); Veld et al. (2010) ;

Given this, the performance of an organization is made up of a number of different factors, including economic results (like profit or market value), operational results (like productivity or customer engagement), and employee related outcomes (like satisfaction with work or engagement) (Nyathi & Kekwaletswe, 2023).

The majority of studies examining the causal relationship between HRM and performance metrics rely on subjective financial criteria. Due to their ability to include a number of factors and reduce the chance of common method variation, multi-dimensional measures for OP would be more beneficial and acceptable to utilize (Wall, 2014). Inaccurate normative and descriptive theory-building is also avoided by adopting this method (Rezaei & Ortt, 2018). Objective measures truly serve as a representation of economic rationality, which prioritizes results like productivity and other financial indicators. On the other hand, subjective evaluations represent normative rationality, which lays a greater value on the social and behavioral aspects of OP.

As a result, a significant amount of the literature of SHRM supports the use of subjective metrics for measuring organizational effectiveness (McCartney & Fu, 2021). Real limitations that objective measures may bring about are the heightened risk of errors in measurement and the consequences of variations in accounting standards across the countries (Singh et al., 2016). A vast body of prior research suggests that findings from subjective and objective evaluations are normally approximately comparable (Singh et al., 2016). An earlier study found that self-reported OP ratings are permissible and equally trustworthy as objective measures (Woods, 2012).

Concept of "Bundles of HR practices" and "Fits"

Equally important issue is to understand that how HRM impacts the performance. It can be viewed in two ways; the simplest view, known as universalistic approach, is that the HR practices are additive (Boon et al., 2019),

and, no matter the situation or the environment, the more HR practices are more advantageous as they improve performance (Mayrhofer et al., 2019). Alternative perspectives, known as configurational approach (Stor, 2021), highlight several sorts of "fit," of which three basic types have been recognized (Delery & Doty, 1996). According to the theory of internal fit, the activities will interact to produce a greater overall effect than the total of their separate impacts. For instance, it may be claimed that employing the three strategies simultaneously will have a greater impact rather than using a single HR process e.g., selecting capable individuals without providing them with training or empowering them to use that training may not result in desired outcome. Individual practices can only create a small amount of competitive advantage on their own. The second kind is called "organizational fit," and it deals with how HRM can improve the efficacy of organizational procedures or technology, and vice versa. Lawler (2000) for example, explains that, by working together, HRM and total quality management can balance one another's effects on organizational performance. In a comparable manner lean manufacturing is thought to be effective when high commitment HRM methods are used (De Koeijer et al., 2022). "Strategic fit" is the third and last category. This presupposes that in order for HRM practices to fully impact performance, they must be in line with the strategy of the company.

Thus, to fully comprehend "internal fit" in HR systems, it is necessary to consider a wide range of performance indicators and some degree of contradiction between managerial objectives. In view of this, we need to exercise caution when describing something as a "system" or "bundle," keeping in mind that various parts of the metaphor may be tugging in various ways.

Second, it is clear that HR practices should not be seen as merely supplemental to management processes. This is with the fact that employment at each stage of employment. By the time an individual takes a job offer and begins working, a minimum of four different sets of HR practices have been put collectively as a bundle: a few processes for employee hiring and selection; some processes for employment terms, including the pay rate; some procedures for allocating employees to specific work roles or tasks; and some procedures for employee supervision. There may be some kind of learning and development

occurring, even if it's just a brief introduction to the workplace and to coworkers. Given that efficacy in HRM is multi-dimensional, the important considerations are which ‘HR bundles’ are greater effective in which settings and how comprehensive the ‘bundles’ must be. Hence, interactive HR practice bundling is a requirement for every work engagement and is not an option.

“Black Box” of HR system- An explanation to achieve performance

Future HR system reviews will focus on two main areas. Understanding the "what" and "why" of “HR systems”, more specifically, what patterns characterize HRM in diverse settings and why they appear there, is one topic of research. Research into the environment in which HR systems work and how such environments change over time is required (Cooke et al., 2021).

These HR systems, according to an analysis, are essentially derived from the management values of the organizations, and they are executed using HR bundles that are appropriate for the setting in which the organizations are embedded (Boxall, 2018). Such HR system typologies oversimplify the complexity of the real world and keep significant variance in how HR practices are evaluated. The HR systems will be improved if we conduct research which allows us to strengthen the framework or set of organizing principles.

A thorough examination of any HR system's performance takes us into the "black box," the shadowy network of connections between HR goals and successful outcomes. The other significant area of inquiry, which is concerned with the "how and for whom" questions, is encapsulated by this metaphor. What are the benefits, how does it function, and how can it be made better for any HR model or system? The ability, motivation, and employment prospects of specific employees (the "AMO" framework), as well as their impacts on the organization as a whole, capabilities, and attitudes that support perceptions of individuals and actions, are all thought to be significant means of communication for the connections between HR practices and organizational results.

Wright and Nishii's (2004) model constitutes one of the most thorough explanations of how to analyze this set of links. Their proposed causal chain consists of the following steps: (1) targeted (intended) HR procedures, (2) real (actual) HR procedures, (3) viewed (perceived) HR procedures, (4) employee responses, and (5) performance at the organization. This highlights the fact that,

regardless of the level of effort made in wages, conditions of employment, and employee growth, between management intention and management practice, there may be large disparities which can harm employee attitudes and behavior and, ultimately, performance outcomes. There is a difference between managerial rhetoric and reality, as many experts have noted. Numerous instances exist where line managers have reinterpreted HR policies in order to render them more applicable to their particular situation or, on the "dark side," for the sake of political or personal gain. There is consensus that HRM may involve significant lapse and deception in addition to deft adaptation to actual events.

To fully crack open the "black box," detailed assessments of the goals, mediating mechanisms, and results of certain HR systems in organizations are essential. Instead of focusing on notions about the right ways to operate in a "high-performance work system," one should make an effort to comprehend the business and relational climates that management is aiming to establish in a particular situation. Various objectives may be in the minds of management. Some management might desire to promote a culture of giving & helping, whereas others might choose to promote a creative environment. Others may, however, seek to promote a culture where worker safety comes first, and so on. “Climate management” is a crucial intermediary factor or mediator between HR practices and organizational outcomes (Boyatzis & Rochford, 2020). A poor way to classify HR systems is by cataloguing HR practices, which greatly vary between contexts and in the caliber of their implementation. Instead, management's planned psychosocial climates should be used to explain HR systems. It aids in identifying "equifinality"—a situation in which a system can reach an identical conclusion from many beginning points and via multiple pathways. Organizations should apply the same idea of equifinality and embrace a certain set of practices in their particular context in order to produce a specific sort of climate.

This thesis admits that by anchoring on the “Configuration approach” various sets of HR policies may have different effects on outcomes. The basis for this rests on two key notions connected to the notion of causal complexity. First off, "synergistic effects" (also known as "conjectural causality") might

result in impacts that go beyond the simple addition of the effects of each distinct HR practice. The second important idea is "equifinality," which denotes that there are several ways to get a certain result. The bulk of studies are focused on variance-based techniques, hence there is a dearth of empirical data to support such causal complexity in strategic HRM investigation. The overwhelming majority of investigations in this field that specifically employed “configurational theory”, according to many scholars, either stayed conceptual, ignored the tenets of the theory and did not put them to the examination through experimentation, or were methodologically unable to demonstrate “synergy” and “equifinality”. Additionally, few studies that did empirically investigate the ideas of “synergy” and “equifinality” of different HR configurations that can influence employee outcomes typically concentrated only on the "internal fit" between HR practices, ignoring contextual considerations. The latter, as opposed to the former, is considered crucial to the configurational viewpoint to HRM. Therefore, the objective of this thesis is to contribute to the discussion of the relationship between HRM and organisational success, which is significant in the field of strategic HRM, by offering empirical proof that the main concepts of the ‘configuration theory’—namely, the presence of ‘synergistic effects’ and ‘equifinality’—are true. Earlier researches, empirically tested the two pathways of one of “human capital” and the other of “commitment”(Soltis et al., 2023). This research is proposing to use the “relational climate” pathway to empirically test the impact of SHRM on “organizational performance”.

Hence, this research adds to the body of literature in two different ways. In order to improve our comprehension of the connection between HRM and organizational results, this study first uses a “configurational approach” for SHRM. Then the study goes above the “impact of HR Practices”, which focuses solely on individual HR practices, by examining the effects of “HR configurations”, which are viewed as blends of specific intra-organizational contextual factors and HR practices in order to determine potential (positive and negative) collaborative effects of “HR configurations” on outcomes. Second, this thesis, on the basis of principles of “equifinality” propose to use “relational pathway” to explain the mechanism of effect of SHRM on “organizational performance”.

SHRM in the context of oil and gas sector

To determine how the climate affects the profitability of Nigerian oil and gas firms, Dele et al., (2015) did a study to evaluate the implications of SHRM on company performance as supplementary measures and the on the "organizational climate" as a primary measure. Finding out how SHRM practices affect the overall success of Nigerian oil and gas businesses was the main goal of this study. The specific goals were to: (1) assess how well SHRM practices affect organizational climate (primary measures); (2) assess how SHRM initiatives relate to organizational performance (secondary measures); and (3) ascertain whether the environment at work affects how well SHRM practices perform (secondary measures).

Previous studies (P. Budhwar et al., 2017) served as inspiration for this one. According to author formal attempts to assess the effectiveness of SHRM programs and the root reasons have been scarce despite the substantial investments made in them by enterprises all over the world. Khatri (1999) in particular drew attention to the vacuum in the literature when they criticized the assessment of company performance, which was mostly centered on financial measures. This is based on the supposition that a lot of academics evaluate performance using measurable metrics like turnover and profit.

Alishova et al., (2016) carried out the study to find out if SHRM is employed in state oil firms in Azerbaizan. The study illustrated how SHRM varies from HRM as it is typically practiced. Strategic HRM, which is more in line with business strategy, is different from administrative HRM. A more effective method for SHRM, according to the study, is to align HRM practices with business objectives. The findings of the study clearly demonstrate how culture, size and structure, and industry have an impact on HRM practices. Thus, the study's findings are at challenge SHRM's "universalistic theory".

Some authors looked into employee trust and SHRM practices in the Libyan oil and gas sector (Al Adresi & Darun, 2017). They established a conceptual framework based on the "Social Exchange Theory" (SET). One of the frameworks most responsible for shaping our perception of

organizational behavior at work is SET. Multiple encounters that take place during social exchange result in obligations. SET is frequently understood as interdependent and reliant on the effects of one person's activities on another. In social exchange, people talk to one another and wait for each other's reply. This process results in a unique social behavior of exchange of “obligation and reciprocation by employees”. The hypothesis contends that these transactions have both benefits and risks. Social exchange theory emerged from interactionism, which applied economic cost-benefit analysis, claims Baker (2001). According to Cropanzano & Mitchell (2005) the goal of “social exchange theory” is to comprehend how people and communities distribute resources and behaviours in social settings. According to Ahmad et al. (2023) the “social exchange theory” can be used to provide light on the driving forces underlying some employee behaviors and attitudes. The study that forecasts organizational support towards employee trust according to the nature of relationship interchange between managers and employees of oil and gas firms in Libya is theoretically supported by the social exchange theory.

The study's findings also showed that the association between employee trust and SHRM practices was moderately mediated by perceptions of organizational support. An absence of organizational support has a bearing on an individual's achievement and personality. Employees can still improve organizational performance by effectively employing organizational support, even if there is a significant direct association between HRM procedures and productivity at work. Libya is a developing nation, and Libyan oil and gas businesses, which increase the GDP of the nation, must be able to inspire their staff by compensating them based on performance. Effective fieldwork collaboration between employees and managers is essential for problem-solving and credibility building. Managers must also employ SHRM in order to do tasks swiftly and without inciting friction among employees.

According to a study conducted in Brunei, Darwish and Singh (2013) reported that the scholarship on the “resource conservation” demonstrates that businesses in petro-nations' non-oil and non-gas industries struggle to

survive and remain competitive. Using information from a firm-level survey conducted in Brunei, a micro-petrostate, they looked at the association between particular HR policies and practices and organizational performance. Additionally, they examined, contrasted, and compared the oil and gas industry with other industries, drawing comparisons to help comprehend the potential as well as the implications of HR measures in national economies that are resource-driven.

The implications of "strategic HR involvement" (SHRI) and "strategic HR devolvement" (SHRD) on businesses have received more attention in studies looking at the relationship between HR practices and performance (Darwish et al., 2015). SHRI refers to the amalgamation of human resource management into the development of corporate strategy as opposed to SHRD, which is the shift of essential HR procedures from specialists to line managers (Darwish & Singh, 2013). According to some, if HR procedures and regulations are incorporated into corporate strategy, overall organizational performance (OP) may increase and context-related difficulties may be reduced (Minbaeva & Navrbjerg, 2023).

The researchers proved that companies in the petroleum and natural gas industry were truly performing better than those in other industries (Theophilus et al., 2017a). However, the authors discovered that making strategic decisions might potentially mitigate the drawbacks when operating beyond the oil and gas sector: strategic HR managers' involvement in corporate operations reduced employee attrition and improved financial outcomes across industries.

"Strategic human resource management" (SHRM), "perceived organizational support" (POS), and employee trust in Libyan oil and gas companies were all evaluated by (Al Adresi & Darun, 2017). These businesses have been unable to focus on their internal organizational strengths and deficiencies due to the unpredictability of the business environment. By critically analyzing the subject of SHRM practices research, this study aims to advance and improve the corpus of work on HRM systems. While HRM improves HR effectiveness, the RBV contends that a source of long-term edge is eliminated. Employee aspirations and

organizational goals are thought to be best connected when there is organizational commitment. The best SHRM practices are projected to increase Employee Trust (Dependent Variable) through fostering distinctive features in SHRM (Independent Variable).

2.6.2 Theme 2: A Relational view on Strategic Human Resource Management

Only recently, in the literature on strategic HRM, has the relational approach of SHRM been highlighted as a key but understudied area of research. More study should be done in this area, according to a recent invitation (Gittell et al., 2020). According to Gittell et al. (2020), academics are encouraged to investigate and comprehend the relational viewpoint on strategic human resource management (HRM), which is founded on relational coordination, social capital, and social network theories.

Some studies have attempted to connect implementation of HRM system and development of relationship-related climate to affect the organizational performance. For example, Collins and Clark (2003) examined how senior management teams may construct and maintain social networks through the use of network-building HR practices to gather the information necessary to make informed decisions. One of the kinds of strategic HRM systems that has received the greatest research is "high-performance work systems (HPWS)", according to Evans and Davis (2005) increase firm financial effectiveness and adaptability through improved internal social structure, which includes both relationships and the behaviours connected to those relationships. Gittell et al. (2010) discovered how high-performance work systems (HPWS) can be utilized to increase professional relationship, and coordination patterns in hospitals, leading to better quality relationships and more effective healthcare delivery. According to these ground-breaking studies, HRM systems have a tremendous ability to alter the attributes of employee interactions as well as the resonance of their relationships (Methot et al., 2018).

Recent studies in the area show that there is mounting empirical proof that human resource management (HRM) is crucial to the endeavor of building and sustaining positive working relationships, which in turn improves the performance of groups, organizations, and individuals (Ali et al., 2023).

However, research that acknowledged relational viewpoints often concentrated on the function and effects of individual HR practices as opposed to HRM systems (Bannya et al., 2022). Additionally, when developing their core HRM systems, the few strategic HRM studies usually overlook relational aspects. This thesis asserts that this feature is something that organizations should consider when developing their HRM systems in order to identify the best ways to manage a range of interpersonal relationships between employees.

According to Schuler (1992), the behavioral viewpoint of strategic human resource management places a strong focus on how important it is to influence the actions of employees in order to make it simpler for organisations to accomplish their strategic goals. In light of this, this study argues that incorporating the relational approach to strategic human resource management can pave the way for a more practical path that can assist businesses in attaining their strategic objectives. This thesis conceptualized that AMO model of SHRM lead to relational climate. By using a methodical approach, the relational knowledge, and skills (or relational KSAs) of employees in the organizations are meant to be developed as part of SHRM, which may be considered an integrated system of HR practices.

Although there is a chance that the HRM systems already in place could have an impact on how willing and able employees are to form relationships, only a few individuals have clearly stated that this possibility should be the main focus of HRM systems (Soltis et al., 2023). In fact, this research contends that HRM systems can be reformed to promote employees to form relationships with one another in spite of the distinctions resulting from factors like professional limits and hierarchical positions. Systems for forming strategic alliances through the development of good working connections between employees, HRM may assist them in collaborating more efficiently and in reducing time and costs.

According to Evans and Davis (2005), the mechanism that brings relational aspect in Strategic HRM is that it provides each employee with the core abilities necessary to build and maintain interpersonal relationships while at work. This is the goal of SHRM. As a consequence of this, employees are granted the independence and self-sufficiency essential to construct the

connections necessary for improved job performance as a result of these HRM systems.

The term Strategic HR configurations were mentioned in a total of nine articles and four of the nine theoretical articles —(Kang et al., 2007), (Lengnick-Hall et al., 2021) (Lepak & Snell, 1999) and (Mossholder et al., 2018) reveal this crucial concept of HR configurations in strategic HRM. According to the significance and uniqueness of employee human capital, four distinct types of HR configurations or patterns of HR practices have been found (Lepak & Snell, 1999). They are "commitment based, collaborative, market-based, and compliance HR configurations" for managing various groups of employees. In order to retain certain employment connections (i.e., organization-focused, mutually beneficial, transactional in nature, and partnership links with various groups of employees), they advised using a number of HR configurations concurrently.

Specifically focusing on compliance, commitment, and collaborative systems, three of the previously described four HR configurations, Mossholder et al. (2018) claimed that HRM systems stimulate an inherent relational behavior (i.e., interpersonal organizational behavior). To demonstrate how the three traditional HRM systems impact connections among employees, the authors used a meso-level method. They concurred that the relational climate is the term used to describe the environment created by HRM frameworks to promote interpersonal interactions.

To create models for strategic HRM, Lengnick-Hall et al. (2021) presented a multi-level combination of social network and economic variables. Lepak and Snell (1999) reformulated human capital, which enhanced the company-level HR configuration architecture. According to Lepak and Snell (1999), for instance, the strategic importance of human capital is established by the strategic gain to consumers that outweighs the expenditures paid. The concept was expanded upon by Lengnick-Hall et al. (2021) by taking into account the social capital benefits from network status and integration relative to the restrictions that are imposed. Lengnick-Hall et al. (2021) expanded on each of the five pillars of effective work group design (i.e., job design, team composition, contextual factors, task interdependence, and process) by talking

about social interpersonal variables like rapport, personal ties, functional connections, intellectual and attitude resemblance structural flows and barriers, and complex organizational routines. By include five essential connection traits—reciprocity, proximity, strong and supportive relationships, and trust—the authors enhanced the "Job Characteristics Model" at the individual level (Hackman & Oldham, 1976).

In 2007, Kang and colleagues developed the entrepreneurial and cooperative paradigms, which are denoted by non-redundant network architectures with weak ties between employees and, consequently, a dense social network with strong interactions. The structural, emotive, and cognitive aspects of interpersonal relationships both inside and outside of corporate borders, according to Kang et al. (2007), gave rise to these paradigms. The authors went on to explain how the human capital, employment mode, and employment relationship design components of the HR architecture were conceptually analogous to the cognitive, structural, and emotional design facets of social interactions. By supporting relational paradigms in the internal and external contacts of major employees, Kang et al. (2007) improved HR configurations by suggesting that some HR packages may be strategically deployed. For instance, cooperative HR strategies can use interdisciplinary skill development and interdependent work structures to support the cooperative paradigm (Kang et al., 2007).

In broad-based strategic HRM systems that evaluate relationship-related HR concepts, researchers frequently add specific components to the scale for measuring SHRM, much as Evans and Davis (2005). Four of the empirical studies that used HPWS measures including relational aspects are: (Sun et al., 2007), (Gittell et al., 2020), (Takeuchi et al., 2021) and (Chuang, 2010). The relationships that exist between employers and employees were the focus of Takeuchi et al. (2009). They revealed that within a sample of 76 Japanese businesses, HPWS had a positive association with employee satisfaction with work and dedication to work, and that organizations' care for employee climate attenuated these associations. The concepts of relationships were expanded by Chuang and Liao (2010) to include the areas of customers and employees. In a sample of 133 Taiwanese service businesses, Chuang (2010) discovered that

HPWS were strongly associated with two forms of strategically planned organizational climate, first the “caring for clients” and then the “concern for employees”. This served to further promote staff members' conciliatory actions toward both coworkers and clients. Researchers Takeuchi et al. (2009) and Chuang (2010) discovered that HPWS encouraged a certain relationship-related organizational atmosphere, which in turn influenced staff attitudes or organizational performance. It is important to note that Chuang (2010) included in their scale a number of areas that were centered on interactions between the organization and its staff (for example, the shop's concerns about its staff's work-life balance).

Workers are more likely to repay an organization's investment by participating in extra-role activities that are beneficial to the company, according to Sun et al. (2007), who developed a relational viewpoint on interactions in the workplace. According to Gittell et al. (2010), formal workplace procedures could be altered to encourage relationships between coworkers. Gittell and colleagues (2010) examined the benefits of cross-functional HR practices of HPWS on organizational performance in a hospital setting using a system of relational coordination among medical experts comprising nursing staff physiotherapists, social workers, and psychologists.

Several studies looked at a commitment-based HR system in along with HPWS and attempted to take relationship-related challenges into consideration. Collins and Smith (2006), for instance, examined the benefits of commitment-based human resources management systems on the social climates of trust and collaboration in 136 technology organizations. They found that the social setting acted as a mediator across a commitment-based HR system and employee information sharing, this in turn connected to business revenue development and income from novel services and products. According to Collins and Smith (2006), their concept of a commitment-based HR system included relationship-focused HR activities such as sponsored workplace social gatherings for people to mingle. In a similar vein, Zhou, Hong, and Liu (2013) proposed that collaboration-oriented HRM systems magnified this benefit by increasing quality interactions with company stakeholders outside the company, while commitment-oriented HRM systems improved corporate creativity by

encouraging a harmonious internal environment. To set up a collaboration-oriented HRM system, they applied the Lepak and Snell (1999) paradigm of "alliance employment mode," "partnership employment relationship," and "collaborative HR configuration." They found evidence of the beneficial effects of both commitment- and collaboration-oriented HRM systems on business innovation in a sample of 179 Chinese firms.

A study used the contrast between a broad-based high-commitment HR system and a customized relationship-oriented HR system in knowledge-based enterprises as an example (Kehoe & Collins, 2017). By increasing relationship among employees, a relationship-oriented HR system aims to elicit particular employee attributes. In a sample of 162 R&D companies, Collins and Clark (2003), Lin and Shih (2008), Chuang et al. (2016) established HRM systems for knowledge-driven collaboration and investigated how these systems affected the sharing of within team information as well as the gathering of external team information. These HR strategies were proven to have a favorable impact on the growth and sharing of team knowledge by Perry-Smith and Blum (2000). Collins and Clark (2003) recommended a specific “HR configuration” that comprised network-building training, performance evaluation, and incentive design.

To promote top managers' social integration (i.e., the degree of psychological linkages among team members) for improved organizational performance, Lin and Shih (2008) created an “executive SHRM system” that focuses on collaboration. They found that the social networks of senior managers served as a mediating factor in the links between HRM systems and company success (sales growth and stock growth) using 73 high-tech enterprises as a sample.

Youndt and Snell (2004) suggested removing the vertical and horizontal obstacles to information exchange by implementing egalitarian (eliminating power imbalances between employees) and collaborative (encouraging cooperation and teamwork) HR system. Applying the approach developed by Soo et al. (2017) evaluated the roles played by different HR configurations in creating social capital.

According to Yang et al. (2021), the term "guanxi" in the Chinese context denotes the unofficial, interpersonal relationships that "arise from human feelings (renqing), sentiment (ganqing), reciprocity (bao), and face (mianzi)". Guanxi HRM was developed in 2004 by Chen, Chen, and Xin to examine how much interpersonal interactions influence HRM decisions such as hiring, task distribution, performance evaluation, promotion, and remuneration. Employee trust in management and guanxi HRM have a negative association, according to Chen and colleagues.

There are still two significant issues that need to be solved despite the enormous research that has been conducted in these fields. First, when relationships are viewed as social processes, research conceptualizes connections between employees as channels for the transfer of resources (Methot et al., 2018). However, this method does not adequately represent the significance and complexity of the interaction between organizational network dynamics and HR practices. It provides a relational perspective of strategic HRM for competitive advantage. In other words, the goal of relationship-building has not received as much attention in the current study as the concept of relationship has. The focus of strategic HRM on organizational level analysis leaves out a number of levels of processes, such as the micro-foundation through which HR practices impact organizational effectiveness. For example, research by Youndt and Snell (2004) and Soo et al. (2017) looked at potential micro-foundations from the human or social capital perspectives that change the link between HR settings and performance. Additionally, if strategic HRM keeps the emphasis on managing human capital and "social resource management" shifts it to managing social capital, we won't be able to identify the synergies provided by the combination of human and social capital. Therefore, to enhance the research of strategic HRM, a relational approach must be fundamentally integrated into the core SHRM concepts (Lengnick-Hall et al., 2021).

Although it helps us deeply grasp some specific organizational phenomena, the universalistic approach to strategic HRM has limited generalizability across all contexts (Youndt et al., 1996). In order to provide helpful recommendations for various enterprises, it may be more effective to employ a configurational and contingent approach that is more intense as the

complexity and uncertainty of individual activities, organizational structure, and other characteristics continue to rise.

The relational approach to strategic HRM was developed in response to the urgent demands of organizations where cooperation and coordination are important to the expansion and growth of the business. When organizations implement Strategic Relational HRM systems, for instance, employees in interdisciplinary groups can contribute to the shared strategic goals of providing efficient and high-quality services by engaging in cooperative behaviors across hierarchies. Each team member's ability to establish and sustain relationships with other key stakeholders, including their seniors and fellow team members, is crucial to the overall effectiveness and quality of services provided throughout this process. This adds relational energy. For the greatest relationship climate building, teams of professionals will be advised to use Strategic Relational HRM techniques.

In response, HR domain requires to put more emphasis on social capital, a collection of resources located in networks of unstructured interactions and relationships rather than human capital, which was the focus previously (Soltis et al., 2023). This trend has been accelerated by the creation of relational coordination and social network analytic tools, as indicated by the rising demand for concepts from relational viewpoints in the HR literature (Hollenbeck & Jamieson, 2015). Employee relationships have been identified in a growing body of research under a variety of headings, including relational coordination (Gittell et al., 2020), social capital (Leana & van Buren, 1999), organizational citizenship behavior (Mallick et al., 2014), social networks (Klärner et al., 2022), high quality relationships (Carmeli & Gittell, 2009), and respectful interacting (Vogus, 2018). According to the recently developed human capital theory based on structure of networks, by Methot et al. (2018), formal HR practices based on structural aspects (policies and rules) can impede employees' comprehension of how to perform their jobs effectively by changing internal social structures within organizations in both a direct and indirect manner. Soltis et al. (2018) conducted a systematic evaluation of the literature on social network-based human resource management. They effectively make the case for rebranding the field of HRM to "Social Resource Management" by

sincerely incorporating the viewpoint of relationships broadly and a social network viewpoint in particular into the research and application of the subject. Their studies covered the way a social network perspective affects managing people's skills (hiring, learning & development), managing staff behaviors and attitudes (management of performance, remuneration, and attrition), and guiding team members for competitive benefits.

Numerous studies have been conducted on the effects of structural factors on organizational performance, including management procedures and regulations, technological advances, style of leadership, human capital, competencies, motivation, and dedication(Ali et al., 2023). On the other side, there is little study on how interpersonal factors, such as positive relationships and workplace socialization (Mobarez, 2020), affect organizational performance. While Martin et al. (2022) believe that the quality of relationships is more significant, Gottfredson et al. (2022) argue that the success of an organization depends upon the level of social interaction at workplace. Although the fact that this link is extremely important and pertinent, there is comparatively little research on how relationships at work, especially relational climate, can contribute to an organization's success.

Relational Climate construct

As defined by Mossholder et al. (2018) "relational climate" describes a group of employees' impressions and evaluations of the rules, traditions, and practices that affect how people interact with one another in a given environment. In their theory of relational climate, Mossholder and colleagues blend the social interactionist approaches along with the structuralist view to climate.

According to these authors, the foundation of the relational climate is based on staff's opinions and perceptions of organizational structural elements, such as human resources regulations and procedures intended to influence interpersonal relationships. The use of social interactionism then emphasizes the significance of community sense-making mechanisms that assist in the establishment of common understandings, beliefs and perceptions of the structural components (Berger & Luckmann, 1967) (Weick, 1979). Despite the fact that Mossholder and others offered an excellent theoretical basis for

relational climate, the idea is yet to be operationalized and experimentally tested, as far as we know. In this research, a relationship climate measure is evaluated, building deeper on these theoretical underpinnings. The theoretical foundations of relational climate are outlined in the section that follows. Relational climate is a latent concept that can be inferred from perceptions of shared vision, compassion, happiness, and relational energy in a given pair of dyads, team, or organization.

Researchers claim that by creating “psychological contract” (Roehl, 2019) and explicitly communicating (Ostroff & Bowen, 2016) key organizational values, HR systems can influence employees' perceptions of the work environment. Others have underlined that the climate in organizations is a fundamental social mechanism via which HR systems have an effect on employees' attitudes and behaviors because it affects how employees view HR systems (Stofberg et al., 2021). It's noteworthy to notice that academics frequently concentrate on the overall social effects of HR systems while saying nothing about how they influence the relationships that develop amongst individuals working at equivalent organizational levels.

Although some have lately made progress in this approach by looking into how HR systems relate to an environment that values employees (Chuang & Liao, 2010), the emphasis has not yet been on behaviours that are intrinsically relational. Scholars have emphasized that while discussing a facet-specific organisational climate (such as the service environment), it is crucial to draw attention to what makes the climate special and to the behaviours that make it up (Schneider, 1990). According to this idea, a relational climate describes how all employees view and evaluate the rules, processes, and conduct that have an impact on social interactions in a particular setting. Operational policies and procedures may promote strong or weaker relationships between employees, depending on the HR system strength (Bowen & Ostroff 2004).

This research suggest that various “relational climates” might exist, as has been exhibited with other specific climates such as customer service, workplace safety, and ethics (Qian et al., 2021). This study makes the case that the structural elements of HR systems, including as rules and regulations that originate and guide interactions between workers, are the initial stage in creating

a relational climate (Bogodistov & Lizneva, 2017). Employee expectations for interpersonal relationships inside the system are influenced by group interpretations and standards that develop as a consequence of sense-making processes as employees interact with one another while operating under the influence of a certain HR system. Employees will fundamentally think that organizations are fostering environments that allow for varying degrees of dependency and mutuality, two qualities crucial to a relational importance (Sun et al., 2007).

Relational Models Theory and Relational Climate

According to the relational model's theory (Fiske, 1992), relationships are sought for, created, maintained, corrected, adjusted, assessed, constructed, and recognized in social life. It assumes that individuals are relationally oriented, that they generally wish to connect with one another, feel committed to the fundamental sorts of relationships, and see themselves as required to uphold them and impose these ties on other individuals also.

Scholars have used “theory of relational models” to describe the way relationships shape important organizational outcomes. Examples of researchers who have looked at how relationships shape employee interactions include Blatt (2009), Cropanzano and Mitchell (2005), Sheppard and Sherman (1998), and others.

Given that relational climate is the focus of this theory, it provides a useful method for understanding the connections between diverse relational climates and human resource management systems. Fiske (1992) postulated four different relational types: authority ranking, equality matching, market pricing, and communal sharing. They represent interpersonal behaviors that span various fields of study, such as how individuals perceive and inspire one another in relationships (Fiske & Haslam, 2005). Since they represent common mental frameworks that people have about relationships, these forms can be understood as reflecting broader relational climates (Blatt, 2009).

In general, linkages that emerge in the setting of market pricing are supported by means-ends analysis. People are reported to choose partnerships that seem to have the finest cost-benefit ratios in order to optimize their own personal results (Murnighan, 1994). Relationships in settings that respect

equality are based on trade reciprocity and a sense of civic responsibility. According to Robinson et al. (1994), people emphasize long-term equality and are primarily concerned with building healthy connections. Finally, when there is community sharing, feelings of solidarity take primacy. When people place the wants of others above their own, relationships gradually lose their distinctive qualities (Fiske & Haslam, 2005). Relationships are predicated on the idea that every member of a certain group is unequal and undifferentiated. Members of a group or pair engage in this way when they treat one another fairly and emphasize their similarities over their differences.

The wide framework for conceptualizing relational behaviour throughout many contexts is provided by relational model's theory. In keeping with a problem-focused approach to researching relational phenomena, this research further define relational climate using aspects that have been discovered as having a significant impact on assisting in developing relationships (Methot et al., 2018).

As a result, rather than compiling a comprehensive list, we analyzed a number of study areas pertinent to communal sharing relational model. We looked at a variety of topics, including psychological contracts (Rousseau, 1995), social capital (Nahapiet & Ghoshal, 1998), interpersonal relationships (Penner et al., 2005), interpersonal helping (Flynn, 2006), and relational capital (Blatt, 2009).

Mossholder et al described three type of HR system architypes. And they also discussed that Compliance HR systems generate Market pricing relational climate; Collaborative HR system creates Equality relational climate and Commitment HR system develops Communal sharing relational climate.

The organization and its personnel are considered as having a great deal of respect for one another under a commitment system. This system seeks to raise group commitment while enhancing worker efficiency. The generalized mutuality that the company and its employees have established supports an employment relationship with a community feeling focus. Commitment to HR systems requires safe, transparent interactions with employees. Under the influence of these systems, employee comprehension creates a relational environment that encourages personnel to form lasting ties that assist the

organization. Accordingly, it is argued in this study that committed HR systems would promote “community-sharing climates” characterized by a sense of togetherness and very thin self-other distinctions, much like what occurs among members of a clan or family unit (Stofberg et al., 2021). Additionally, this concept implies that relationships will be supported and fostered inside this HR system in ways that go beyond market pricing and equality-matching environments (Mossholder et al., 2018).

Marketplace pricing, equitable matching, and communal sharing are three unique characteristics of relational climate, according to Mossholder and colleagues. They do this by drawing on relational models’ theory. Despite the fact that these models depict various "types" of relationships that indicate various interrelationship motivations and rules, this study slightly drifts off course to build the idea of relational climate and then implement it. In doing so, this study makes the argument that positive relationships within an organization between the employees and other employees and also between employees and employers represent the perceived relational climate. Positive relationships are characterized by shared goals, mutual understanding, and mutual respect (Carmeli & Gittell, 2009). This study is mainly concentrated on implementing a relational climate that is consistent with the “communal sharing model” of interactions (Fiske, 1992), which at first can be defined by connections based on common values, strong emotional ties, and caring concern.

The level of unity of purpose or “shared vision”, “empathy or compassion”, and “relational energy” in a particular context are three first-order latent components in this study that are recommended for implementing relational climate. This suggestion is congruent with the community sharing model of relationships and advances the idea of positive interactions (Fiske, 1992).

Variables of Relational Climate

“Shared vision”

According to Pearce and Ensley (2004), a shared vision is the level at which individuals in a group, team, or pair have a comparable mental image of the ideal future, which serves as the basis for action.

"Compassion"

Boyatzis et al.'s (2012) description of compassion as an interpersonal method that entails figuring out someone's needs and showing empathy for them, and acting to provide those needs in order to improve that person's wellbeing.

"Relational Energies"

Organizational study has just recently begun to emphasize the notion that having fulfilling relationships makes people feel alive. Quinn and Dutton's (2005) study, which asserted that interactions—more especially, debates between individuals—are what generates perceived enthusiasm within organizations, introduced the idea into our scholarship at the start of the movement toward positive psychology in the early 2000s. The study by Ryan and Frederick (1997), which defined personal enthusiasm as a certain psychological sensation associated with passion and energy, is frequently acknowledged by academics. We are in particular keen on the energy that results from a person's connections inside an organization in the current research.

Table 10 provides the interpretation of various elements of "relational climate" (Boyatzis & Rochford, 2020)

Table 10 Relational climate variables

Elements	Interpretation	Research Articles
"Shared Vision"	The level to which making decisions within a company is guided by a common mental picture of what would be ideal in the future.	Pearce and Ensley, 2004, Boyatzis et al., 2020
"Compassion"	An interpersonal process that entails identifying another person's need for help, showing empathy for that person, and acting to meet that need by enhancing that person's general well-being.	Dutton et al., 2014, Boyatzis et al., 2012

"Relational energy"	The extent to which interpersonal connections within a workplace act as a source of energy by evoking feelings of pleasant stimulation, a heightened sense of aliveness, and a greater desire to take action.	Owens and Hekman, 2016; Baker, 2019

2.6.3 Theme 3: Strategic Human Resource Management in India

Up to the beginning of liberalization in the 1990s, after independence, socialist systems, British colonialism, and the hierarchy of castes had a significant impact on India's growth. The tension caused by the opening up of the economy, where professionalism is gradually replacing adherence to traditional ways of handling the employees, and where a highly competitive atmosphere is promoting more openness, less rigid bureaucratic management, a move towards efficient approach, and the introduction of Western laden theoretical and practical approaches in Human Resource Management.

Despite India's diverse nature, Amba-Rao et al. (2000) discovered that an array of characteristics are shared by Indians and they are visible in organizational life. These characteristics include obedience, skepticism family orientation. with within- and outside-group divides, and status consciousness. Afza (2005) found that authority structures are hugely important based on a study of 353 staff members from 25 Indian manufacturing companies. They foster responsibility and perhaps even loyalty in the realm of small businesses. Politics, caste divisions, and bureaucracy are all impacted by the power distance in India. HRM managers' adherence to the logic of power myopia generates injustice, indifference, and an extreme sense of helplessness. Employees as well as employers in bureaucracies are impacted by these issues (Budhwar, 2003). Colonial legacies, when one maintains rigorous control over the other, have an impact on workplace cultures. Many Indian managers follow the colonized distance-keeping style, which leads to emotional aloofness. Many Indian managers adhere to a work culture with roots in colonialism, where one keeps an emotional distance while maintaining an authoritative hold (Budhwar & Khatri, 2001).

Caste- and nepotism-based systems of power, which are still common at

all organizational levels, are being called into question in the modern corporate environment, and changes are being made to more logical work procedures, such as formal employment and performance evaluation (Malik et al., 2022). In fact, non-hierarchical, equitable economic practices are adopted by the more competitive international and Indian enterprises (Amba-Rao et al., 2000).

In order to understand HRM practices prevalent in India a study emphasized the criticality of organizational and population-based factors that collaborate with specific cultural of the country (Budhwar & Sparrow, 2002). Studies by Singh (1990) suggest that national cultural values and management values may differ in Indian organizations. They discovered that despite downplaying their power, embracing compassion, and being accepted the uncertainty, Indian managers emphasize the importance of loyalty and belonging. The establishment of a shared organizational culture across country boundaries in international joint ventures is suggested by Pothukuchi et al. (2002) as a means of overcoming cultural differences and developing management methods that are agreeable to both parties. The likelihood of success would be considerably increased by doing this. And Kumar (2004) looks at how Indian thought influences negotiation strategies. He talks on how people tend to look for the best course of action, as well as unstable individualism, which emphasizes the importance of achieving the perfect result through strict kinds of relationships and may make people less cooperative.

The concept of a country rising towards affluence and growth while many of its residents get left behind recurs frequently in different socioeconomic and cultural circumstances. For instance, Gani (1996) emphasizes the sharp decline in affiliation with unions in India, which is in line with global trends. In order to retain its non-union status, he contends that management should promote employee socialization and enhance their physiological, emotional, cultural and financial situations. Since there is an oversupply of unskilled and semiskilled labor in India, finding and keeping a job takes precedence over "improving their conditions of work through collective actions."

Since the early 1990s as a result of liberalization, multinational corporations, joint ventures, and Indians who received training in Western

countries have embraced Western practices of HRM (Patra et al., 2002). Consequently, the HRM function has changed over the past 10 years, despite the widespread misperception that the HRM function and personnel management are the same in India, which affects everyone from students to managers.

Multiple studies show that Indian organisations in both the private and public sectors as well as in multinational corporations have a highly sophisticated HRM function. For instance, Human resource managers have a less influence on corporate boards in public sector while it is opposite in the private sectors, according to Budhwar and Boyne (2004). Ratnam (1998) provides a detailed review of multinational corporations in India, stating that while having less open positions, they compensate for higher wages, commonly hire individuals with higher-caliber credentials, and increase employees' salary as they work longer hours. He claims that MNCs also typically adopt more modern HRM concepts, which may be at odds with more conventional notions of diversity and group bonds in employment-related problems.

Results from a collection of data from 44 SMEs in the southern part of India on the influence of HRM on business effectiveness highlight the significance of system design or fundamental values, especially that of the owner, which was a strong predictor of revenue (Kasturi et al., 2006). In their 2003 study on information technology companies operating in India, Paul and Anantharaman (2002) established that HRM processes had no immediate causal connection with organizational economic growth, nevertheless their impacts were indirect. However, they discovered that all operating performance parameters, including staff retention, business turnaround times operating expenses, and quality of goods, were directly causally influenced by employer ownership. Based on the characteristics and organization of the work, Budhwar et al. (2006) and Budhwar et al. (2006) both emphasized the relevance of the tactical importance of HRM in organizations in Process Outsourcing (BPO) organizations. The previous team discovered that the majority of the organisations looked at had a position for the head of the HR department on the organization's board of directors. The balanced scorecard was found to be a successful strategic HRM solution for eliminating the conventional culture and

learning again a new focus on results culture at the ITC Hotels in India (Bhatnagar et al., 2004).

Public as well as private sectors actively involve HR in transformation management, and private sector businesses have more HR managers on their boards than do public sector businesses. This is likely due to the private sector's quicker reaction to India's competitive business environment (Budhwar & Boyne, 2004). Despite the fact that there seems to be a correlation between HRM activities and productivity in India, it appears that the shift from a bureaucratic to a strategic approach is still in its early stages (Gupta & Bhaskar, 2016).

Findings in strategic HRM testify to the growing importance of fusing HRM with business goals. According to Singh (2003), who looked at a set of data from 84 companies that were listed in Business Today's top 500 Companies in India, there have been "significant financial returns accruing to firms that used strategy-linked HR planning, selection, performance evaluation, compensation, training, and staffing practices." By strategically coordinating their HR processes and rules businesses may increase their financial rewards and keep their competitive edge. The public sector had a murky reputation, but the private sector continued to employ a traditional management philosophy that prioritized managerial control (Singh, 2004). Singh contends that modern managerial philosophy must be linked with HR techniques in an effort to change the workplace.

According to Palo and Padhi's 2005 study, strategic HR is crucial for promoting TQM at the Indian steel mill in Vishakapatnam. Through their investigation of 300 human resources managers from 9 Indian and foreign global organizations, Khandekar and Sharma (2005a) discovered that HR competencies are significantly associated with success of organization and are a good indicator of competitive edge which can be sustained. These results differ from a prior study by Amba-Rao (1994), which found that, in contrast to Western organizations, Indian enterprises frequently adopt ad hoc, customized procedures in reaction to top management demands.

In general, many Indian companies' HR policies, which are gradually shifting towards a strategic approach, are a big reason why they have succeeded

or are on the route to becoming successful international corporations. This calls for hiring talent, wisely allocating resources, developing talent, minimizing costs, and moving towards increased organizational effectiveness and competitiveness. Most importantly, the HR department's chief often takes part in the upper management teams.

In numerous research, the comparative HRM of India and Britain has been contrasted. For instance, Tayeb (1987) discovered that the HRM practices of private manufacturing businesses in India were influenced by both organizational contingency factors and national cultural variables. a study conducted by Baruch and Budhwar (2006) comparison of 108 Indian and 194 British organizations, India has comparatively fewer proactive systems for human resources management than Britain. However, they also argue how India's condition is modifying as a result of liberalization. Budhwar (2000) utilized 24 Indian and 24 British businesses to examine the influence of institutions culture, and the constantly changing business climate on HRM. By investigating HR managers' opinions on the structure of their role (such as the fact that the term human resources development was more popular in India, whereas human resources management was more prevalent in Britain), he emphasizes the context-specific character of the HRM function. He also considers the impact of culture prevalent the countries (for instance, Indians place significance on assigned vs. obtained status, and practicality vs. skepticism as in the case where one gets promoted due to a person's luck and not because of his competencies).

The United States, Canada, Brazil, Australia, France, China, Israel, the nation of Thailand, and other countries are included in comparisons between nations. Despite their cultural overlap, Asian cultures vary from one another (Neelankavil, 2011). This is because of the cultural and historical settings in which their cultures developed. Because of this, management perspectives are not always the same notwithstanding these cultural commonalities. Budhwar and Sparrow (2002) integrated paradigm for comprehending international HR practices emphasizes the significance of gaining knowledge from nonwestern experiences. In an investigation on cross-cultural leadership and organisational control and structure using an Indian case, Massingham (2005)

analyses the difficulties managers from the West encounter when seeking to communicate to managers from the East how they could enhance their performance. Aycan et al. (2000) created the concept of cultural fit after studying how culture affected HRM practices in 10 different countries with 1954 respondents. In terms of dominance, power distance, and social commitment, they discovered that India did well. Despite the maintenance of local boundaries, research on nations such as India, Brazil, and the United States found variances in loyalty and flexibility. This serves as yet another example of "comparative human resource management". It has to do with the justification for modernization, which takes different national limitations into account while conceiving of culture. Notwithstanding Indians' substantial control and low relationships scores, these authors argue that the concepts of divergence and integration in regard to organisational culture need to be updated. Instead, attention should be paid to how factors for homogeneity and forces for divergence interact across national boundaries in the context of real practice. And after contrasting the ICT (information and communication technologies) clusters in China and India, van Dijk (2006) came to the notion that efficiency and labor laws, rather than worker costs, were the key causes of performance differences.

The different outcomes of the comparative HRM study, in general, do not indicate any distinct trends. While some studies contend that HRM practices are somewhat comparable, others contend that India is a cultural island. However, the data do highlight a pattern that highlights the "context-specific HRM".

Even though Articles fifteen, seventeen and 23, of the Indian Constitution forbid discrimination, untouchability, and forced labor, the some section of the society were frequently the targets of exploitation. Affirmative action quotas were established by the government, but they were only necessary for government-owned firms and the public sector. The quotas enable the elimination of application exam fees as well as the lowering of prerequisites, age limitations, and experience requirements. Organizations operating in India, however, continue to struggle with the affirmative action issue. These disadvantaged individuals are still confined to low-paid labour with limited

chances to buy land or find better jobs, and research indicates that liberalization hasn't appreciably improved their financial situation or social conditions (Connor, 2005). They are also still limited to menial labor with menial jobs and few opportunities to find better employment. They still can only perform menial jobs and are only allowed to perform menial jobs. Kundu (2003) studied how employees responded to workplace diversity using 1083 observations and their analysis and found that most workers believed minorities, the disabled, and those coming from underprivileged families had less help with their professional lives and working circumstances.

Mendonca & Kanungo (1996) emphasize the need for a societal fit for performance administration with the introduction of compassionate task methods of leadership founded on empowerment tactics for the Indian setting, as opposed to controlling imports from US organizations. In contact centers, formal and systematic performance evaluation has been seen, with an emphasis on how effectively employees have done and the subsequent linkages to pay and advances (Budhwar et al., 2006).

Performance evaluation is one of the greatest tools for career planning used by Indian organizations, claim Baruch and Budhwar (2006). Studies have found that managers tend to overestimate the abilities of underachievers, it implies that the importance of relational compassion in evaluations of performance is moderated by cultural standards prevalent in that area (Verma et al, 2005). Additionally, when it comes to discussions about performance management with employees, MNCs and JVs generally engage in more transparent, egalitarian sharing of feedback procedures than Indian businesses. Indian companies are moving away from utilizing performance evaluations as a form of discipline in order to enhance employee performance and simplify career management.

Budhwar & Baruch (2003) offer five different types of career management practices, including formal planning, formal leadership management, development, career phases, and evaluation, based on data from 108 Indian organisations using a factor analysis technique. They also make the argument that India is, in many respects, a cultural archipelago that does not fit in with other nations. In order to give staff, support systems, these experts advise

creating cohesive career systems that are suited for the organization's stage of growth. There are also indications of "cross vergence" (Baruch & Budhwar, 2006), or a combination of career management and planning between advanced and emerging economy nations, as a result of the large number of Indian managers who have either received their managerial education in the West or use Western-style methods of management instructed in Indian business schools. By carrying out formal career plans, annual professional growth assessments, evaluation centres, succession plans, and planned job rotation, Indian organisations in the public and private sectors have boosted the quantity of funds spent on the education and growth of their white-collar workers (Boyne & Walker, 2004).

New courses in Human Resource Development (HRD) and Industrial Relations are being given by educational institutions, and this is increasing the influence of both academic and professional training established on HRM practices in Indian organisations (Budhwar & Khatri, 2001). National organisations that support the training and development of HRM professionals include the “HRD Academy”, “Indian Society for Training and Development”, “National Institute of Personnel Management”, “All India Leadership Association”, “National Institute of Industrial Engineering”, and “Indian Society for Applied Behavioral Sciences”. The importance of local organisational behaviour theories and HRM technologies is emphasized by Kanungo (1991). Yadapadithaya (2000) similarly discovered a shift from targeted to need-based training in her examination of Training and Development in India. Unlike prior beliefs, training is now considered an investment in human capital.

Businesses in India appear to utilize a hybrid strategy for employee compensation that takes into account both legal obligations and cultural norms (such respect for elders). Ramaswamy et al., (2000) used data from over 150 Indian firms to analyses how elements including the growth of family-controlled big businesses and government participation in the private sector affected top CEO compensation. They discovered that CEO age and compensation were positively correlated with organisational effectiveness.

Pay-related performance assessment is a helpful tool for career

architecture, claim Baruch and Budhwar (2006). There is a shift towards pay based on performance and away from seniority-based compensation, although it is more pronounced in the private sector (Budhwar & Boyne, 2004). The premise that investing in human resources improves firm performance is supported by Singh (2005) analysis into 82 Indian enterprises, with pay functioning as a significant lever for coordinating employee behavior with the firm's business plan. Blue-collar employees' basic pay is significantly impacted by both negotiations through unions and national labor legislation, whereas the fundamental remuneration of executive employees is established on an individual basis (Budhwar, 2003). The IT industry, IT enables services, and call centers business has unique context-based features. Employee poaching and overseas outsourcing of IT have a significant impact on retention (Chiamsiri et al., 2005). People routinely quit contact centers, especially at the junior level, both in quest of better prospects and because they don't like the functioning conditions, such shift work (Budhwar, 2006). They also concluded from their analysis that there were several factors contributing to high attrition rates, including shift work, monotonous job, a lack of emphasis on technical skills, management prejudice, and shift labour. The implementation of cutting-edge HRM strategies has played a significant role in realigning businesses' HRM policies and practices to pursue and retain organisational engagement in their personnel.

These cutting-edge approaches center on methods for recruiting and retention as well as how employees feel about salary, incentives, perks, and services. The most important markers of organisational dedication, with a concentration on a mutual investment strategy in the employee-organization link, are these Indian practices and the perceived level of their implementation by an organisation (Agarwala, 2003). While examining the concept of individual-culture fit for those values that could predict engagement in the Indian banking industry, Nazir (2005) contends that businesses should focus on socialization procedures that would lead to strong cultures and employee commitment.

Software specialists in India assert that there is a direct link between organisational dedication and practices like fostering a climate that supports

career growth, conducting development-focused assessments, and putting employees through rigorous training. In an Indian sample of 1000 line/HR executives 50 organizations, empowerment was seen as a psychological precursor to organizational commitment and was predicted by emotive, traditional, and consistency in commitment (Bhatnagar, 2005). In order to transition from control-oriented to commitment-oriented work practices, it also appears to be required to align HR strategies, notably those connected to talent management, building trust, supporting organisational citizenship behaviour, and the policing function of HR (Bhatnagar, 2005). Ramaswamy et al., (2000) analyze the importance of authority-sharing arrangements among workers that contribute to employee empowerment as a strategic option. In a patriarchal setting, initiatives to support female managers who have traditionally kept to themselves in largely female professions are desperately needed (Budhwar et al, 2005).

In conclusion, there is a growing corpus of research concentrating on cutting-edge power-sharing measures that might encourage organisational commitment and empowerment.

When it comes to fostering and promoting creativity, tolerance, and learning from mistakes, Indian organisations can borrow a lot from their international counterparts. In their analysis of how Indian enterprises have responded to market reforms, liberalization, and globalization, authors demonstrate the increased significance put on learning competitive tactics, learning from failures, and building cognitive abilities for enhancing conceptual knowledge (Bowonder & Richardson, 2002). Using a survey method with 300 line/HR managers in 9 Indian and foreign multinational organizations, authors assert that organizational learning and strategic HRM are positively connected with long-term competitive advantage (Khandekar & Sharma, 2005).

They serve as an example of the importance of effective on the job learning and training interventions for boosting organisational commitment and self-assurance as well as developing long-lasting competitive advantage. In a study of 100 executives in Delhi, India, organisational learning and organisational success were shown to be positively connected (Khandekar & Sharma, 2005). Furthermore, Swamy and Balaji's 2006 research of Indian Small

and Medium Enterprises show that quality certified organisations (ISO certifications) place a greater importance on HR practices than non-certified businesses. As a result, organizations' capability to learn has been connected to how the HR function is perceived as a business partner, and how line managers view the HR function. Rakshit and Hati (2005) emphasize the significance of integrating HR assets as Human based financial statements to reflect the financial realities of a corporation and the genuine worth of HR in a circumstance where it is difficult to relate return-on-investment to HR.

In India, work is historically viewed as a responsibility or dharma (Pio, 2005; Saha, 1992), however it is challenging to translate this into profitable, competitive work practices that respect core values. According to Amba-Rao et al. (2000), organisational ethics and development systems must be developed and put into place in order to fulfil work standards, even if dharma towards others is more of an issue of personal ethics than a problem of workplace ethics. The connection between a person and their peer group in society or at work is likely to be predicated on required commitment in order to grow the group as a collective entity, according to Jackson's (2001) ten nation research on cultural values and management ethics. As a result, maintaining one's integrity and the situation's specifics are likely to serve as the foundation for moral judgement. According to Jackson (2001), there could be variations in the variables that affect decision-making, which might lead to various decisions. Jackson draws comparisons between moral principles and the cultural legacy, social makeup, and level of economic development of a nation. Future managers from collectivist civilizations may be able to combine professional success with enduring values like forgiveness, obedience, and helpfulness, claims Mellahi (2001).

The linkages between social objectives in the context of the 1990s new reform movement and the priorities indicated for work goals are investigated using a survey of 421 top Indian managers in India (Pearson & Chatterjee, 2001). Managers must strike a balance between the competing demands of tradition, change, organisational objectives, and individual priorities. No matter their status, age, level of education, location, or other relevant factors, the managers who were surveyed demonstrated a clear preference for learning and

market response. With a stronger emphasis on the strategic environment of the external setting, this learning objective appears to be replacing previously held goals of stability, tradition, and security or the traditional power relations. There doesn't seem to be much of a connection between employment goals and the social vision's reform agenda, despite the fact that India is a collectivistic country.

India may therefore have a collectivistic propensity in terms of family and kinship groups, although this isn't always the case. Indian managers seem to be able to successfully balance tradition with the complexity of economic development in unique ways that might serve as a model for other countries. This appears to be achieved by enabling deeply embedded tradition to continue having a strong effect at the core levels while permitting economic experimentation and learning at other levels. As a result, goals for compensation and working conditions are being replaced with goals for learning, working together, and achieving excellence in all facets of the workplace. In their article on the Hindu viewpoint on adult education from 2006, Ashok and Thimmappa suggest using yoga and other introspective practices to promote the holistic growth of the person, the organisation, and society.

The universalistic principles and practices of popular management thought need to be accepting and adaptable to the Asian setting, where there is a connection to the extended family, submission to the interests of others, thrift, respect for power, and the fulfilment of traditional obligations, according to Chatterjee and Pearson's 2003 study on the ethical views of Asian managers, which addressed six nations (Brunei, India, Japan, China, the nation of Malaysia, and Thailand). In the words of Venkata Ratnam (1998), MNCs are well-recognized for funding very visible community initiatives.

According to research conducted in India, the key to achieving outstanding performance, organisational effectiveness, and competitiveness is the adoption of HR practices such as training, career planning, staff engagement, and remuneration. Systems that improve employee behaviour inside the organisation for accomplishing the organization's strategic goals are produced through proactive HRM programmes, policies, and practices. The reorganization of the psychological contract with employees and the invention,

development, delivery, and revision of the company's business plan are both supported by HR specialists. Examples include management restructuring, performance programmes to promote staff based on ability, cross-border learning campaigns, strategic involvement with the company's the international standard ISO and TQM procedures, and the mapping of HRM's ability to gain a competitive edge that can be sustained.

The Indian human resources management (HRM) organisation did not see a significant transformational impetus to become more receptive, forward-thinking, focused on the market, and inventive until the Indian economy's substantial GDP (gross domestic product) growth rates of the latter part of the 1990s and the middle of 2000 (Budhwar & Bhatnagar, 2009). Certain sector showed the development of "multiple client-specific HRM configurations" such as the IT and BPO industry (Mathew et al., 2022). The aforementioned change indicates that, from its inception to the present, the HRM framework in India has transformed from "administrative and welfare-oriented paternalism" to "regulatory adherence" to adopting a "strategic, proactive, and innovative human resource development (HRD)" and with strong leadership focuses. It also emphasized that HRM achieves organizational performance through individuals (Budhwar & Varma, 2011). In India, a systematic strategy to enhancing skills has undergone gradual adjustments in response to this professional emphasis, all of which strive to maintain corporate effectiveness (Saini & Budhwar, 2014). However, in order for Indian firms to successfully develop their HRM systems to facilitate the attainment of their organizational goals, it is imperative to change the mindset of the senior leadership (Malik et al., 2022). Recently, there has been an increasing focus on "digital transformation" and the utilization of "artificial intelligence (AI) for HRM" due to India's significant role as a global IT hub. Consequently, there has been a rise in the development of AI enabled applications for HRM, which aim to improve various outcomes at both the company and employee levels, such as the level of engagement and working environment (P. Budhwar et al., 2022).

The evaluation finds that as a result of liberalization, HRM in India is a fast-evolving field with new and shifting paradigms. This overview acknowledges and clarifies the intricate environment in which HRM operates in

India in light of the emergence of India Inc. Therefore, it is important that this data be applicable to HRM research and practice.

2.7 Research Gaps

Based on the above literature review, various research gaps are identified.

Table 11 Research Gaps

Theme	Findings	Gaps	Citation
SHRM and organizational performance	The study of SHRM has been conceptualized using a variety of underpinning theories. Strategic theory, contingency theory, and social theory are the most prevalent theoretical perspectives. Other theories are Resource-based perspective; exchange theory; AMO; institutional theory; conservation of resource theory; and the job-demand resource theory. While RBV has been noted as the prevailing viewpoint supporting SHRM study.	1. Research is scarce in empirically testing the SHRM construct developed by other theories. 2. AMO provides a framework for analysing performance; nevertheless, only a small number of scholars have really empirically tested the model.	Bos Nehles 2013; Kauffman 2020
	The majority of HRM research, including that on SHRM, adopts and adapts western developed models and constructs and empirically tests them with little consideration of the HRM issues that businesses are currently facing or the environment in which HRM strategy, policy, and practice are developed and applied.	Research in other cultural contexts such as emerging economies must be done	Kaufman, (2020); Boselie et al., 2021; Scrimpshire et al., (2022)

	The propensity of positivist studies of SHRM to downplay the importance of context in the research design is one of their weaknesses, especially when those studies are undertaken in an Indian context. In actuality, a company's history, including its size, history, ownership structure, industry, and country, may have a significant impact on how management strategy, policy, and practice are developed.	It is necessary to mention the significance of context in SHRM studies.	Cooke F L (2020)
	Over the past three decades, strategic human resource management (SHRM) has been a significant area of study in the field of human resource management and has generated contentious discussions.	1. After over thirty years of research into "strategic" HRM, we still know very little about how HRM systems enhance organizational performance since it is still a "Black Box." 2. What are the intervening processes which help SHRM impact organizational performance?	Budd, 2020; Schuler and Jackson (2014)
	SHRM has come under scrutiny for being overly focused on businesses' financial performance.	Multidimensional model of OP is to empirically tested	Cooke F L (2020); Chakraborty & Biswas (2019); Singh et al. (2016)

Relational view on SHRM	1. Most of the research in the past follows the positivist approach, where effect of SHRM on performance was established with statistical significance between the two. 2. Hesketh and Fleetwood (2016) draw the conclusion that there is little empirical support for an HRM-Performance connection and that statistical associations do not by themselves support a theory or an explanation. 3. Guest (2018) raised concern about an overall absence of theory, which made it difficult to interpret empirical data in a way that was totally convincing.	Require a model about HRM and organizational performance and an intervening variable that influences the relationship between SHRM and OP.	Wood (2020); Wall & Wood (2005); Capelli & Neumark (2001)
	Recent studies in the area show that there is mounting empirical proof that human resource management (HRM) is crucial to the task of building and sustaining positive working relationships, which in turn improves the performance of groups, organizations, and individuals.	Although studies acknowledged relational viewpoints, they frequently paid more attention to the function and effects of particular HR practices than to HRM systems.	Gittel (2018); Soltis et al., (2018); Bogodistov & Lizneva, (2017)
	Numerous studies have examined the relationship between structural elements and how effectively organisations work, including management practices and laws, technology advancements, leadership style, human resources, competences, motivation, and devotion..	The study of the effects of interactional factors is still in its early stages, and it has not yet examined the effects of relational climate.	(Siddique, Procter, and Gittell, 2019); (Mobarez, 2020)

SHRM in India	Petroleum and natural gas firms in India have used a variety of HR procedures, such as recruitment, training, performance reviews, pay, and employee relations.	The HR systems formed by these human resources procedures are having a consequence on organizational performance in the Indian oil and gas sector, but this has not yet been proven by study.	Budhwar et al., (2017); Chourasia & Bahuguna (2023)
	Influence of SHRM on Indian Industries tested in Railways, IT and Manufacturing sectors. However, the causal link is not tested in Oil and gas Sector	1. SHRM-OP research is required in India's oil and gas industry. 2. The necessity for research into how relationships affect SHRM performance	Azmi (2011), Muduli (2012, Premarajan et a. (2008), Budhwar et al, (2018), Katau (2007), Nigam (2011), Chakraborty et al. (2019)

Research Gap

While there have been numerous studies exploring the relationship between strategic human resource management (SHRM) and organizational performance in Western nations (P. Boselie et al., 2021), limited research has been conducted in India, particularly in the Oil and Gas industry. Additionally, existing studies on the SHRM-organizational performance link have primarily focused on the structural components of SHRM (Soltis et al., 2023). However, there is a lack of research investigating how interactional factors, such as relational climate, may influence the relationship between SHRM and organizational performance (Jody Hoffer; Gittell et al., 2020). Therefore, it is important to fill this research gap to gain a comprehensive understanding of the dynamics between SHRM, relational climate, and organizational performance.

2.8 Research Problems, Research questions and Research objectives

2.8.1 Research Problem

Lack of knowledge of the association between SHRM, relational climate, and organizational performance leads to inadequate policy and practice implementation, which in turn results in inefficiencies in the organizational systems.

2.8.2 Research Questions

- RQ1: Does SHRM influence the Organizational Performance (OP) in Oil and gas sector in India?
- RQ2: Does SHRM influence relational climate (RC) in the oil and gas sector in India?
- RQ3: Does Relational Climate (RC) influence the connection between SHRM and Organizational Performance (OP) in Oil and gas Sector in India?

Principal Research Goal

To establish the causality between SHRM and Organizational Performance in Oil and gas sector in Indian context.

2.8.3 Research Objectives

To explore answer for the research problems, the following research objectives will be pursued in this study

- RO1: To find out the impact of SHRM on Organizational Performance (OP) in Oil and gas sector in India.
- RO2: To find out the impact of SHRM on Relational Climate (RC) in Oil and gas Sector in India.
- RO3: To find out the influence of Relational Climate (RC) on SHRM-Performance link

Chapter 3

Theory and Model Development

This study contends that a variety of factors, including HR systems, affect how well organizations perform. According to the behavioral approach of strategic HR, HR systems have an impact on business performance by incentivizing and managing employee behavior (Jackson et al., 2014b). Researchers claim that organizations may use good HR systems to influence employees' behavior and build social capital (Evans & Davis, 2005). Establishing conceptual connections between relationship-building and HR systems could improve our comprehension of the different ways that a favorable relational climate can be fostered, that will eventually end up in improved organizational and staff performance.

The following possible social network analysis applications were highlighted by Hollenbeck and Jamieson (2015): (1) acquisition and preparation; (2) assessment and development; and (3) investing in and managing human resources. Soltis et al. (2018) used the social network perspective and gave thorough instructions for incorporating social network analysis into the study and application of strategic HRM. The authors of SHRM study promote the management of social resources. Methot et al. (2018) also offered a relational identity perspective on HRM by demonstrating how network-modifying HR practices impact people's relational identities by altering their informal networks.

Informal relationships and HR processes has turned the emphasis to the role of the individual by examining how changes to network structure, configuration, and content brought on by HR practices have an impact on how people define and perceive their roles in connection to their dyadic and group relationships.

Theoretically, a "caring HRM system", which is defined as a collection of compassionate HRM practices developed and implemented in order to help employees in meeting their needs and promote growth, health, and well-being, has an impact on employee engagement. The primary focus of the "caring HRM

system” is on interactions between organizations and their employees and includes caring HRM activities including working hours that are flexible, initiatives to manage work and life, and health and wellness programs. Saks (2022) carried out research to assess this connection.

Evans and Davis (2005) published one of the initial conceptual articles to highlight the importance of relationships in strategic HRM. The authors claim that "high-performance work systems (HPWS)" alter relationships between workers while improving the knowledge, abilities, and skills (KSAs) of the human resource pool. HPWS may be advantageous to the organization's internal social structure, which has an impact on organizational performance.

3.1 Underpinning Theory

The "process and content models" of HRM have served as the foundation for this research's assertions in order to provide a full knowledge of the relationship between SHRM and organizational success. Following the content aspect, this theory has explained the SHRM construct through AMO theory (Appelbaum et al., 2000), relational climate construct through Relational Models’ Theory (Fiske, 1992), and organizational performance through multi-stakeholder framework (Beatty & Schneier, 1997). As per process aspects, while explaining the impact of SHRM on relational climate, this research anchored arguments on Attribution theory (Weiner, 2008). Furthermore, this theory employed Social Exchange Theory to back up its assertions of how SHRM and relational atmosphere affect organizational performance (Blau, 1964). Through a process of collective sense-making, employees form an understanding of the signals given by management. From these observations, workers draw causal conclusions to decide precisely which behaviours are desired, essential, and rewarded. Employees' collaborative sense-making produces attributions (Weiner, 2008) about their organisations. To better understand and evaluate the situations in their work surroundings, employees use cues from the organizational context, such as HR practices. The "communal sharing model" is then used by employees to forge connections with one another,

with participation in the community serving as a moral compass for behavior. Employees become socially dependent as a result, and their cooperation to achieve organizational success is aided by a shared goal, trust, caring, assistance, and information sharing (Fiske, 1992).

Finally, the social exchange theory (Blau, 1964) claims that when employees opine and perceive that SHRM policies are for enhancing their abilities, improving their motivation, creating opportunities for them, and creating a positive relational climate, they feel compelled to return the favor by changing their behavior, attitudes, and commitment in order to improve organizational performance.

3.2 Two Currently Active Research Areas

One body of research conceptualize relationship-oriented notions as distinct social mechanisms that link HRM systems with organisational or employee outcomes (Methot et al., 2018); these mechanisms include internal social structure (Evans & Davis, 2005), relational coordination (Gittell et al., 2010), and social networks (Collins & Clark, 2003; Kim et al., 2018). Second, a distinct line of research supports the contingency approach and advocates for the use of HRM systems that were specifically designed or targeted for particular employee groups, relationship types, or usage in specific situations. In contrast to “commitment-based HR systems” and more general strategic HRM systems like HPWS, “targeted HRM systems” highlight a dominant focus for specific strategic goals (Boon et al., 2019). For instance, Kehoe and Collins' (2017) comparison of a relationship-focused HR system with a high-commitment HR system showed that the two systems offer distinctive and complementary strategies to enhance the performance of knowledge-intensive work units. In particular, although a broad-based, “high-commitment HR system” supports performance through organizational commitment, generic human capital, and firm-specific human capital, an HR system that enhances relationship-orientation also supports performance through

employee interactions. Because encouraging knowledge sharing was a strategic goal, the practices that made up Kehoe and Collins (2017) assessment of the relationship-oriented HR system set a strong emphasis on interpersonal knowledge and information exchange (for instance, holding frequent unit-wide meetings to exchange information about project progress).

The literature already in existence also indicates a wide range of targeted HRM system areas of attention, such as Lin and Shih (2008), and Collins and Clark (2003) and who both put a focus on managing senior management teams when developing their own HRM systems. With an emphasis on knowledge-based procedures and activities, Chuang et al. (2016) created strategically targeted HRM systems for knowledge-based teamwork situations.

The strategic foci of HRM systems also varied depending on the primary types of relationships in each research, with HR and line managers connecting HRM system concentrating on the relationships among line and HR managers (Kim et al., 2022), work-family policy bundles (Perry-Smith & Blum, 2000), compassionate HRM (Saks, 2022), and the "network-building HR bundle" discussed earlier all emphasizing the relationship between an organisation and its employees.

Relationship-related concepts might be thought of as social mechanisms that connect HRM systems and company performance. A "targeted HRM system" can be designed using a contingency approach. Actually, the two characteristics are described simultaneously in the frameworks of several research. For instance, two relational employee archetypes—the entrepreneurial and cooperative archetypes—with varying levels of entrepreneurialism and cooperativeness were conceived by Kang and colleagues (2007). Recent conceptual articles emphasize the importance of including relational aspects of HRM frameworks to provide workable answers to these two critical issues. Methot and colleagues (2018) proposed a relational identity view of HRM as an example of how network-modifying HR practices affect people's relational identities through modifications to their informal

networks. The authors examined how shifts in network composition, configuration, and content brought on by HR practices affect how employees perceive and define their jobs, highlighting the interaction between HR practices and informal interactions among employees. Additionally, Lengnick-Hall et al. (2021) argued that social network and capital elements should be explicitly included in multi-level strategic HRM frameworks. Both Methot et al. (2018) and Lengnick-Hall et al. (2021) attempted to understand HRM via the lens of connections and emphasized on the generalizability of their frameworks.

Despite prior investigations enhancing our understanding of the effect of HRM systems on firm performance through a relational perspective, the intricacy of relationships in the workplace has been recognized by the variety of relational priorities in previous studies, and it is still undetermined how HRM systems directly affect people to enable them to take benefits of social relationships for better performance. This thesis will elaborate this relationship with “relational models’ theory”.

The functioning of the HRM system and how it affects organizational performance are discussed in the next part, along with a theoretical framework that closes this gap by incorporating the relational paradigm into strategic HRM.

3.3 SHRM and Organizational Performance

The fundamental tenet of SHRM is that employee treatment in the organization affects how well an organization operates. Investigations from earlier to lates research in the field such as by Xiao and Cooke (2020), Mowbray et al., (2020), Bailey et al. (2001), Ramsey et al. (2000), and Ichniowski et al. (1996) have demonstrated that particular human resource policies boost employee productivity and forecast a greater amount of company performance. Human resource management strategies' implications on a range of efficiency outcomes, such as worker productivity (Arthur 1994), patient fatalities (West et al. 2002), and equipment reliability (Ichniowski et al., 2010) have been studied by researchers. They have also looked at how these practices affect results that are of high quality,

such as manufacturing quality (MacDuffie 1995) and corporate growth (Bartel 2004). Human resource management techniques have also been found to be useful in explaining performance differences between call centers (Batt, 1999), airlines (Gittell, 2001), steel-finishing lines (Ichniowski et al., 1997), real estate broker services (Lee, 2021), and Indian public sector companies (Kundu et al., 2019).

The words "high-performance work systems", "high-commitment work systems", "high-involvement work systems", and "high-performance human resource management" have all been used to refer to this fundamental principle. They all endorse the idea that firms may operate at an elevated level of performance by having policies in place that recognize and value the advantage that employees can provide. These activities are generally acknowledged to include techniques like knowledge-sharing, selection, learning & development, and mentorship (Horgan & Muhlau 2006), and it has been found that their combined effects on performance make them most effective when used in groups (Song et al., 2020). There is broad agreement on this fact, notwithstanding some ongoing discussion among researchers. On the basis of the aforementioned, the first hypothesis is presented,

H1: SHRM influences the organizational performance (OP) in oil and gas sector in India.

3.4 SHRM and Relational climate

Employees' subjective perceptions of structural elements of HR systems such as SHRM (i.e., policies, rules and guidelines) form the basis of the relational climate. The sense-making processes at group level help development of shared understandings and perceptions of the structural features of SHRM. Over time, individual differences have no meaning in interactions of employees, and they increasingly value others' wellbeing over their own thus creating a relational climate (Stofberg et al., 2021).

According to research, SHRM that place a large emphasis on employee commitment (Bahuguna, 2012) were positively connected with the cooperation,

trust, and knowledge-sharing climates in a sample (McClean & Collins, 2019). Other studies discovered that HR systems had an impact on employees' perceptions of an climate that cared about them (Takeuchi et al., 2021). Research explains that SHRM can affect employees' perceptions of the climates at workplace by communicating directly and consistently important organisational values and behaviours (Ostroff & Bowen, 2016).

To understand how SHRM creates a good relational climate, this thesis expands on the research work of Mossholder et al. (2018) and argues for integration of social interactionist and structuralist perspectives together. The structural aspect of SHRM which includes policies, practices and rules lead to subjective perceptions of employees about the structural elements of the organisation intended to affect interpersonal relationships. Then, employees make use of social interactionism to emphasize the significance of group "comprehension and sense-making processes" that encourage the establishment of common understandings and perceptions of the structural features. This comprehension-making process creates the relational climate within the organization.

The goal of this work is to understand the intricate structure of employee interactions by extending theory of "relational models' theory" proposed by Fiske's (1992). In comparison to older peer-to-peer networks literature, the aforementioned theory has an edge because it provides a broader and more complete theoretical structure and has already been utilized effectively in managerial research (Stofberg et al., 2021). In this research, it is particularly contended that workers may create peer interactions utilizing a "communal sharing framework", where conduct is influenced by community membership. Community sharing, according to Fiske (1992), is an internalized depiction of the social link that takes into account shared values, a responsibility to care for each other's needs.

The interactional approach to climates describes the relationship kinds and patterns that lead to different climates (Schneider et al., 2013). Simply put, the perspective of interaction asserts that as individuals interact and communicate with

one another, they respond to, express, and understand aspects of the organizational context in particular ways and produce unique intragroup climates.

Hypothesis 2: SHRM influences relational climate (RC) in Oil and gas sector in India.

3.5 Relational climate's (RC's) mediating influence

How "high-performance work" patterns affect performance outcomes, there is less consensus. There are two explanations for this. Human resources' abilities and their expertise, on the one hand, and their drive to achieve results and tenacity, on the other, are the two fundamental points of argument. According to an alternative viewpoint that is starting to gain momentum, relationships between the employees represent a third causal mechanism via which "high-performance work systems" affect organizational effectiveness (Delery & Shaw, 2001). While some studies (e.g., Cappelli & Neumark 2001) found no performance variations connected to human resource practices, others have discovered that human resource practices do justify performance variations among steel mills (Ichniowski et al. 1997), the airline industry (Gittell 2001), financial institutions (Richard & Johnson 2004), call centers (Batt 1999), and technology intensive companies (Collins & Clark 2003).

This third perspective emphasizes interactions among employees as the main contributory factor relating "high-performance work systems" and performance outcomes, giving less weight to an individual's knowledge and experience or loyalty to their employer (Methot et al., 2018). In order to engage employees in a coordinated effort, this thesis, which takes the third point of view, hypothesize a SHRM model in which bundles of HR practice interact with one another and with diverse functional areas of the organization. The thesis also strongly argue that all accepted SHRM practices work to promote a relational environment. By fostering the growth of a relational environment through a network of linkages and communication channels that promote task integration, I contend that strategic human resource management, which consists of collections

of HR procedures, increases performance.

In the scientific literature, debates on climates in organizations have a tendency to concentrate on climates that are unique to certain features (Thompson & Siciliano, 2021). The “feature specific climate” which fosters healthy interactions and relationships, defined as the relational climate is comprised of employees' collective impressions, perceptions and assessments of the standards and conduct that shape social bonds in a particular setting (Mossholder et al., 2018).

To describe relational climate and explain how it emerges, this research blends both the structural and social interactional components of SHRM. The argument of this research relies on structuralism to explain this. Also, the creation of a relational climate is based on subjective opinions of staff about the structural elements, specifically, management regulations, rules, and practices meant to affect how coworkers relate to one another. Then, argument goes on to next stage by anchoring on “social exchange theory” to highlight the significance of cooperative socio-cognitive interactions that encourage the formation of common perceptions and comprehensions of structural aspects.

According to the Social Exchange Theory (SET), social interactions lead to an extensive system of obligations through social exchanges. These interactions are frequently perceived as interconnected and dependent on other people's behavior, according to SET (Blau, 1964). SET also emphasizes the possibility that these interdependent linkages will result in good, high-quality interactions and a favorable environment. Employees feel “obligated” to “reciprocate” company's investment in human resource management techniques that prioritize their requirements by displaying positive, productive behaviors and mindsets toward their job. Performance improves as a result. If employees perceive that the firm has used HR strategies to raise their expertise, incentive program, and opportunity to succeed, they may respond with a higher sense of dedication and a greater determination to perform well. According to Meyer and Xin (2018), individuals feel appreciated at their jobs and form profound connections with organisation

objectives when an organization uses autonomy, offers financial benefits, recognition and accolades, and stability in employment. Numerous studies have shown that improved employee interactions result in more social harmony (Breaugh, 2021), better performance (Arimie & Oronsaye, 2020), and sharing of information (Fischer & Döring, 2022). Studies show that a supportive atmosphere helps workers manage job demands like role ambiguity and work overload and promotes job-related well-being like workplace engagement (Jong, 2018).

The interactions inside the organization become much more crucial for performance when the tasks are closely related or mutually dependent (Lee & Kim, 2020). To perform their shared duties, employees must work together, organize and schedule projects, and have faith in one another. As a result, in situations where task interdependence is significant, there may be a higher association between relational climate and company effectiveness. Therefore, it is assumed that there is a connection between organizational performance and relational climate.

Effective SHRM is important for the organization because it fosters employee engagement, open communication, information sharing, appreciation, and trust among employees(Wood, 2021). Also employee's behaviours, attitudes and social capital regarding organizational performance are key mediators (Wood, 2020). Employees can feel safe and valued while substantially improving organizational performance in a relational climate that develops a social atmosphere in the workplace that shows strong collaboration and an employee-centered culture. So it is proposed that the relational climate mediates the relationship between SHRM and organizational performance,

Hypothesis 3: Relational Climate mediates the relationship between SHRM and organizational performance in Oil and gas sector in India.

3.6 Theoretical Model

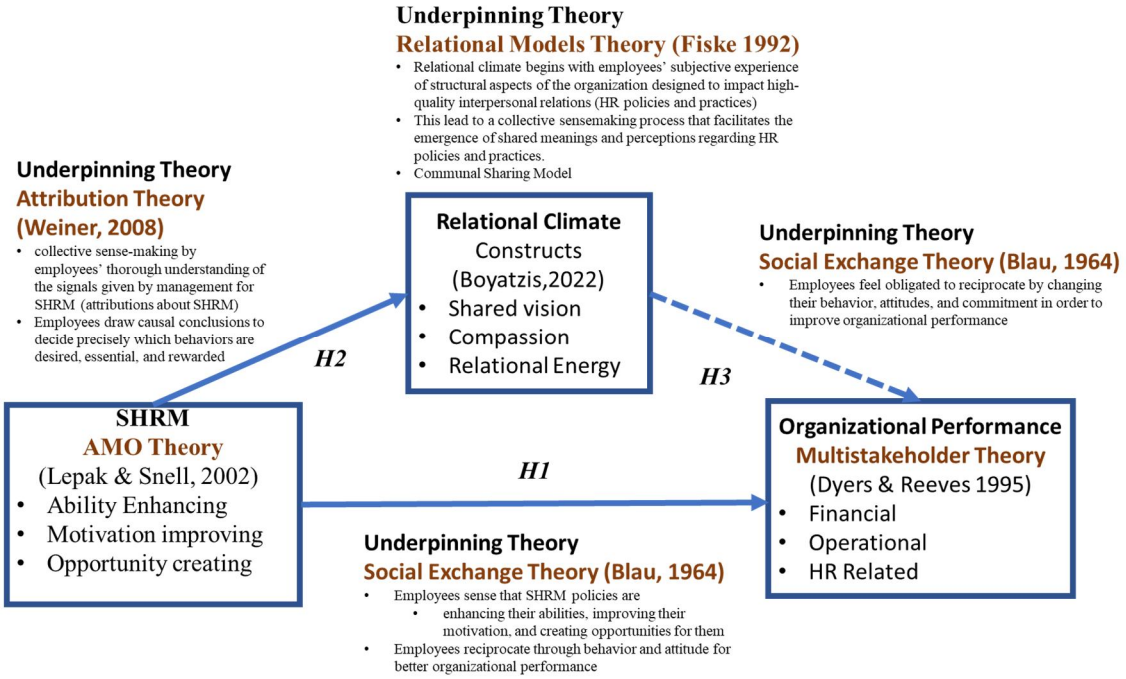

Figure 11 Conceptual Model

Chapter 4
Research Design

The study methodology and design used for the inquiry are discussed in this chapter. A description of the investigation's philosophy and a statement of the philosophical and methodological presuppositions behind the inquiry are included in the chapter's opening paragraphs. The exact research techniques employed for the two phases of my study—data collection, data analysis, model development, and empirical testing—are then discussed.

4.1 Philosophical foundations for the study

4.1.1 Philosophy of research

The philosophy of research, in the opinion of Saunders et al. (2016), consists of the development of the research history knowledge attained via research, and the nature of the study itself. To identify the challenges of the study and create a suitable research design, a researcher must have a thorough understanding of philosophical questions (Andrew H. Van de Ven, 2007). Therefore, it is critical to comprehend the principles of knowledge generation, research methodology, and knowledge interpretation. According to Saunders et al. (2016), ontology, epistemology, and axiology are the three primary philosophical topics that seem to be relevant for any research.

Ontological issues

The investigation of what reality is, or the different kinds and patterns of knowledge, is what is referred to as ontology, a branch of philosophy. Simply put, ontology's goal is to organize and explicate knowledge. Ontology corresponds with the topic of your study, or what you decide to look into. In the words of Bryman (2008), the key ontological concerns are if social entities can and should be considered as objective things that have an existence separate

from social actors or if they should be viewed as social constructs generated from the perceptions and behaviors of social players. He focuses on objectivism and constructivism/subjectivism, two key topics in ontology that have been extensively studied. According to Campbell et al. (2011) objectivism views social processes as external things that are uncontrollable by humans. Contrarily, according to constructivism, social actor's social phenomena socially develop and are molded by them (Campbell et al., 2011).

Epistemological Issues

How knowledge is acquired, how it is acceptable, how broad it is, and how it varies from opinion and justified belief are all topics covered by the theory of knowledge known as epistemology. Common standards and presumptions are related to understanding the nature of reality. Based on these two definitions, it is essential for the researcher to understand the assumptions surrounding what knowledge is and the best ways to acquire it. Therefore, before deciding how to conduct and plan the research, the researcher should take into account the concepts of how to produce knowledge. Epistemology helps the researcher understand how knowledge is created and what information is considered valid on a certain subject.

Three alternative paradigms are covered by Bhattacherjee (2012) in order to understand how knowledge is formed. These three theories are positivist, interpretivist, and realist. The positivist viewpoint holds that only data that can be directly observed and measured is reliable (Easter-by-Smith et al., 2004). Studies using a positivist approach are usually quantitative in style, test newly developed hypotheses on samples, and then demonstrate the generalizability of the theory. This philosophical viewpoint contends that in order to acquire information about the social world, researchers must be independent of the study's factors and adopt a natural sciences method.

The interpretative approach, in contrast to the positivist approach, challenges the utility of applying natural scientific procedures to knowledge

production in a complex social environment. The interpretative approach argues that the study of the social world requires a different research methodology than that used by natural scientists in order to accurately represent the subjective significance of social activity (Bryman, 2008). In order to adequately explain a study problem, the interpretative approach prioritizes the researcher's values and viewpoints (Easterby-Smith et al., 2009). There is a compelling argument against this strategy that states empirical generalization is not required due to the complexity of the subject (Saunders et al., 2016). In order to get an in-depth comprehension of the research issues and extrapolate the findings to a large sample, interpretive studies are often created as qualitative studies using a small sample.

A critical research paradigm, realism is a complementary philosophical approach to social studies (Denzin, 2000). A critical research paradigm, realism is a complementary philosophical approach to social studies. Realistically, the social world is a genuine place made up of strong, obvious, and typically constant structures that function as empirical realities whether we can see them or not, whether we can experience it outside of our own individual cognition or not. Positivism and interpretivism, the two philosophical positions, are typically seen as being on either side of realism. Realists want to combine positivism and interpretivism as epistemic stances by embracing parts of both (Saunders et al., 2016). According to Bryman (2008), realists and positivists share two viewpoints: (1) that the natural and social sciences can and should employ the same types of procedures to acquire information and offer explanations; and (2) that there is an external world on which researchers focus their attention. Realists concur that it is best to select the method that is most appropriate for the study's goals and that it makes sense to use a variety of research approaches and triangulate the data to address a method's weaknesses (Wass & Wells, 1994).

Axiology

The axiology establishes the purpose of the study. According to Saunders et al. (2016), axiology examines how a researcher's values impact the entire research process. It inspires a search for an explanation or forecast for the universe. It reveals if a researcher is looking for knowledge or attempting to understand what is known about the world.

In this research, the positivist methodology is applied. This study's main goal is to better understand the nature, types, and relational atmosphere of HRM practices in the Indian oil and gas industry, as well as how these aspects impact organizational performance. The study is based on a review of the available literature and will depend on quantitative data (for explanatory purposes) because it employs a model to validate the pre-existing theory. The study therefore suggests a model test to support the impact of HRM practices on organizational performance, particularly via the relational environment of the business, utilizing data from a questionnaire survey. The theoretical pillars of this paradigm are “social exchange theory” and “relational models’ theory”. The goal is to examine the connection between SHRM and organizational success.

This study is deductive since it explains how HRM affects organizational performance using the relational model theory, social exchange theory, and new casual connections.

Leveraging the connection between the data and participant qualities is a key component of quantitative research strategies. Because quantitative research tries to define and evaluate a theoretical model, it is a good match for the study's objective. Following the distribution of the questionnaire survey, we used IBM SPSS AMOS version 28.0 and structural equation modeling (SEM) to conduct confirmatory factor analysis and route analysis. According to Byrne's (2016) advice, this was carried out. Using SEM, several independent variables may be examined concurrently. In a two-stage process, the measurement model—that is, merely the structure of the constructs—is evaluated first, and the “regression paths”

are only included in the subsequent stage when it agrees with the data. The study plan is presented in the part that follows. It consists of the main research factors, a survey, the sampling process, data collecting, and data analysis.

4.2 Design of Research

Due to its explanatory character, this study is intended to be descriptive in nature. Typically, descriptive research is cross-sectional or longitudinal (Hair et al., 2017). Cross-sectional studies provide a brief summary or overview of an organization component at a specific time, whereas longitudinal studies include business elements and occurrences throughout time. The experimental setup of this study makes it cross-sectional in nature. The research approach is listed below (Table 12) by research purpose.,

Table 12 Research methodology

Research Objectives	Research Methodology
✓ RO-1 To find out the impact of SHRM on Organizational Performance (OP) in Oil and gas sector in India.	Quantitative research (Cross-sectional), Data collection through survey using Questionnaire.
✓ RO-2 To find out the impact of SHRM on Relational Climate (RC) in Oil and gas Sector in India.	Quantitative research (Cross-sectional), Data collection through survey using Questionnaire.
✓ RO-3 To find out the influence of Relational Climate (RC) in SHRM-Performance link	Quantitative research (Cross-sectional), Data collection through survey using Questionnaire.

4.3 Sample and Collection of data

4.3.1 Sampling method

Considering the sample method, there are four major problems (Hair Jr et al., 2021): The sampling process includes the phases of determining the intended population, choosing the framework for sampling, the sampling technique, and figuring out the size of sample.

The whole collection of factors pertinent to the study, which serves as the sample unit up for selection throughout the sampling procedure, can be referred to as the target population. People, businesses, or any other type of business unit relevant to the research might be the sample unit. The managers and executives in India's oil and gas industry serve as the study's sample unit.

The selection of the frame for sampling, which is a brief summary of the items upon which the sample is drawn, is the second step (Hair et al., 2013). The sampling frame might be a company's employee directory, phone book, or Yellow Pages. The sample frame for the current study was the "Economic Time-500 companies" in India. Ten businesses were selected to test the theories. The report, known as the ET-RICE 500 firms, was published by the "Economic Times-Research Insights and Consumer Surveys" in November 2022. It contained the most recent rankings of the top 500 Indian firms across a variety of sectors. These top 500 firms were chosen and categorized by "The Economic Times-Research Insights and Customer Surveys" based on two criteria: (a) a market value of more than 100 crores (INR); and (b) total profits (revenue) in FY 2020. Based on their ratings, leading 10 Oil and gas companies from this list of 500 companies were chosen for the purpose of the research.

4.3.2 Why oil and gas Industry

The petroleum and natural gas sector were chosen for investigation in this study because it constitutes a single of India's eight most significant sectors and significantly affects the other key industries. India uses energy on the third-

largest global scale after China and the US. India's exploding energy requirements, which are expected to keep expanding, are directly linked to the nation's thriving economy. In order to deal with the rising demand, the government of India has implemented a variety of measures. Refining, production of natural gas, and petrochemical goods, to mention a few, are only a few of the areas of this business where it has permitted 100 percent foreign direct investment (FDI). Infrastructure development is expected to grow significantly, with the erection of LNG terminals, storage facilities, urban natural gas distribution systems, and gas and oil pipelines being just a few examples. The petroleum-based sector dominates the world energy market since it supplies more than 25% of all required energy. Due to the energy transition, new business models, the advent of new technologies, the need for new skill sets, issues with demand and price, etc., this industry is presently going through a transitional period.

The three primary segments that comprise the oil and gas industry are upstream, midstream, and downstream. Petrochemical firms, retailers, petroleum product distributors, and corporations that distribute natural gas make up the downstream industry. Features of production and exploration in the upstream business. Crude oil and natural gas are processed, stored, sold, and transported by the midstream sector.

The “Department of Public Enterprises” (DPE) of the Government of India is responsible for monitoring the “Public Sector undertakings”, which are mostly controlling and managing the companies in petroleum and natural gas sector in India along with very few private players. The “Board of Public Enterprises Selection”, a competent body established by the Government of India, selects the board members of these “Central Public Sector Enterprises”. The boards of these major public sector organisations are independent. In contrast, some HR rules, such as the hiring policy, provide relaxations for members of underrepresented socioeconomic groups and those with

disabilities, and the remuneration and perks policy regulate the pay structure within the bounds established by the DPE.

By combining their core operations with petrochemical manufacturing operations, creating partnerships with foreign parties, and making sizable investments in India and abroad, Indian Oil and Gas companies are transitioning themselves from pure sectoral businesses to vertically connected, international energy giants. Initiatives for SHRM are being employed by these companies. However, there isn't much SHRM research done by these Indian organisations. This study's objective was to bridge this gap. The findings of this study will aid in a more thorough sector-wide generalization of SHRM outcomes.

Sampling approach

In social science investigations, there are two main ways to sampling: probability sampling as well as sampling that is not probabilistic (Hair et al., 2007). Probability sampling allows for the estimation of each component's chance of selection from the intended population (Saunders & Townsend, 2016). This strategy enables the researcher to guarantee that the sample is representative (Hair Jr et al., 2021). The probability technique has five primary methods: simple random, stratified, systematic, multi-stage sampling, and cluster (Hair et al., 2017). When the sample size is sufficient, this method is applied to large-scale surveys.

4.4 Sample size

SEM often requires a greater sample size compared to other multivariate methods. (Hair et al., 2017). However, there have been varying views in the literature about minimal sample sizes (MacCallum et al., 2001). The required sample size for SEM is influenced by five factors: model complexity, estimate method, missing data, and average error variance.

Normality of Multi-variables: The ratio of participants to variables must increase when the data depart from the multivariate normalcy condition.

According to the general opinion. Selecting 15 respondents for each parameter predicted by the model would lessen outliers. (Hair et al., 2013).

Estimation Method- The most used SEM estimate method is called Maximum Likelihood estimate (MLE). According to simulation studies, MLE can produce trustworthy results with sample numbers as low as 50 in the best-case scenario. However, a sample size of 200 offers a reliable basis for estimating under less-than-ideal circumstances (Tanaka, 1993).

Model complexity- Smaller samples can be used to evaluate simpler models. Larger samples are needed as the model becomes more complicated as the number of indicator variables rises.

Missing data- A larger sample size is necessary when managing missing data.

Average Error Variance of Indicators- If communalities decrease, a bigger sample is needed.

Based on the above factors the minimum sample sizes are offered (Hair et al., 2021). A minimal sample size of 100 is adequate if the models have five or fewer constructs, each with more than three items, and high item communalities (0.6 or higher). It is extremely uncommon for it (the population percentage) to be a significant factor when choosing sample size, according to Fowler (2002), and the method for calculating sample size has almost no impact on how well the sample is likely to depict the population (Fowler, 2002). A sample size of 322 for a population greater than 100000 is sufficient (Lowe et al., 2014).

However, with non-probability sampling, it is unknown what percentage of the target population will really be chosen for each element (Saunders & Townsend, 2016). Although non-probability samples are easy to produce, they face the danger of giving inaccurate results given that despite our finest efforts, these are not accurately representing the population. Quota sampling, intentional sampling, convenience (judgement) sampling, and self-selection sampling, and snowball sampling, are the five main methods that can be used

in this strategy (Lowe et al., 2014).

Stratified probability sampling techniques were employed in the present study. Because it eliminates bias in the selection of research participants, the stratified random sampling technique is ideal (Creswell & Clark, 2018). The respondents were chosen by stratified selection (based on job role and function strata) and random sampling (from various organisational strata). The sample responses come from several business divisions, including Sales, Operations, Finance, HR, and Projects, as well as a variety of job types, including Managers (Senior Management) and Executives (Junior Management). The information was gathered between December 2022 and May 2023. Google Form was used to distribute the survey form. Online surveys, also known as Web-based surveys, have gained popularity due to its cheaper cost of administration, capability to reach a wide audience, benefits in terms of geographical and schedule, ability to swiftly reach a specific group, and other benefits (Vasantha & Harinarayana, 2016). Following Quick and Hall (2015), the setup and operation of the survey, the technique of data collecting, the optional basis for participation, their confidentiality and privacy, and the investigation's objectives were all explained to the participants. The participants had the option to decline to participate if they so desired. After sending a Google link to 680 executives from 10 companies in the oil and gas industry, we obtained 327 answers, for a response rate of 48.08 percent.

There were three sets of questionnaires used. The SHRM measure, organizational performance, and relational climate, was included in survey questionnaire. Data on demographics was provided in questionnaires. Managers had the strongest chance to assess the extent to which HR policies are integrated both vertically and horizontally with the firm's strategy, while it was thought that executives were the most reliable sources for knowledge regarding relational climate and measures of organizational performance. This is the case because employee engagement is crucial for converting HR practices

into effective performance results (Bowen & Ostroff, 2004), and employees are the most qualified to express how the workplace climate has changed as a result of HR practices. When HR procedures are transferred to line employees, who are the immediate recipients, they become more successful (Zohar, 1980).

4.5 Measure

4.5.1 SHRM

A adapted version of a questionnaire used to test the AMO SHRM as proposed by Lepak and Snell, (2002). Participants were requested to rate the potency of the HR systems in their firms using a five-point Likert-type scale, with 1 being the strongest disagreement and 5 being the strongest agreement. For instance, "Employee participation in decision-making enhanced employee opportunity to perform." The reliability of the alpha (α) was 0.991.

4.5.2 Relational Climate

Participants rated the relational climate on a scale with five points, ranging from 1 being the strongest disagreement and 5 being the strongest agreement using Boyatzis and Rochford's (2020) with 11-item assessment. The statement, "When someone in my organization is in need, my organization takes action to assist them" was an example of a sample response. The Cronbach alpha (α) was 0.943.

4.5.3 Organizational Performance

The study used two organizational performance metrics. These comprised perceived economic and market performance as well as perceived operational efficiency. One sample item was "Degree of Customer Satisfaction". The dependability of alpha (α) was 0.980.

Market and economic performance

Subjective Performance in the markets and the economy was measured. The 4-item economic and market performance measure's adaption was created by Green, Medlin, and Medlin in 2001. According to industry averages for improvement in sales volume, return on investment, net profit, and share of the

market, executives were requested to evaluate their company's performance over the past three years as compared to industry. On a five-point Likert scale, the scale has an anchor of 1 (very low) and 5 (very high).

Operational effectiveness

The following categories were used to question the executives how their firms' perceived operational performance over the previous three years compared to the industry average: the company's reputation with the general public, the caliber of its products and services, the success of its ability to satisfy customers, and the effectiveness of that ability. The scale's four elements are given numbers between 1 (extremely low) and 5, with 5 being the highest.

The instruments used in this research are given in **Appendix A**.

4.6 Firm level measures

As isomorphic concepts utilized at the organizational level, SHRM, Relational Climate, and organizational performance are not distinct from one another at higher levels. Information from managers, and executives were thus combined at the level of the organization. Rwg(j) for within-group agreement and ICCs for interclass correlations have been calculated to corroborate the aggregate. The rwg(j) for organizational constructs was more than the 0.70 criterion that is generally acknowledged (James, 1982). ICC (1) value were mora than 0.12 (James, 1982) and ICC (2) were more than 0.60 (Glick, 1985). See table13 for more information on the constructs.

Table 13 Interclass correlation for aggregated constructs

	$rwg_{(j)}$	ICC1	ICC2
SHRM	0.92	0.32	0.83
Relational Climate	0.75	0.33	0.91
Organizational Performance	0.78	0.36	0.93

4.7 Scale reliability

Cronbach's alpha was utilized to gauge the instrument's reliability. Cronbach's alpha measures the scale's general consistency; a value more than 0.70 is considered acceptable (Hair et al., 2017). For all scales in this study, every variable's Cronbach's alpha values significantly larger than.70.

Table 14 Scale reliability

Scale	Items	Cronbach α	M	SD
SHRM	18	0.991	65.400	17.529
Relational Climate	11	0.943	38.780	10.599
Organizational Performance	7	0.980	25.230	7.139

4.7.1 Justification for high Cronbach Alpha

This research has adapted scales from the already established scales in the literature. For measuring SHRM, the AMO scale used by Lepak and Snell (2002), for measuring the relational climate scale by Boyatzis (2020), and for organizational performance Green et al. (2001) were adopted.

SHRM Scale

The same scale was used to measure SHRM in the literature on Strategic HRM, and it was found while evaluating this material that several research had Cronbach Alpha values higher than 0.90.

Journal	Title	Cronbach Alpha	Reference
"Evidence-based HRM: A Global Forum for Empirical Scholarship"	"An examination of the moderating effect of electronic-HRM on High Performance Work Practices	0.93	(Obeidat, 2017)

	and organisational performance link"		
"Business Research Quarterly"	"Examining the intermediate role of employee abilities, motivation and opportunities to participate in the relationship between HR bundles and employee performance"	0.90	(Beltrán-Martín & Bou-Llusar, 2018)
"Frontiers in Psychology"	"Collaborative HRM, climate for cooperation, and employee intra-organizational social ties in high-technology firms in China: A cross-level analysis"	0.92	(Su et al., 2023)
"Doctoral Thesis in Business Administration, The University of Newcastle, Australia"	"The impact of AMO (ability, motivation and opportunity) model on Knowledge sharing in family-controlled businesses in Hong Kong clothing industry."	0.94	(Y. L. A. Lee, 2016)

Relational Climate Scale

In this research, the relational climate was adopted from the Boyatzis (2020) scale

which also found Cronbach alpha value as 0.94.

Organization Performance Scale

The organizational performance was adapted from Green et al. (2001).

Journal	**Title**	**Cronbach Alpha**	**Reference**
"The International Journal of Human Resource Management"	"Impact of the strategic human resource management on organizational performance: evidence from Turkey"	0.91	(Gurbuz & Mert, 2011)
"HR analytics and organizational performance"	"Bridging the gap: why, how and when HR analytics can impact organizational performance"	0.93	(McCartney & Fu, 2021)

Alpha values that exceed 0.90 are regarded as excellent, per Nawi et al. (2020).

While the extant research confirms that the Cronbach Alpha value > 0.90 is acceptable, this research now analyzes the Rasch item fit (Erhart et al., 2010), which is used to check the item consistency for latent variables. Latent variables are phenomena that are investigated by a number of scientific research but are not immediately observed or measured. Typically, participant-reported results are used in questionnaires with multiple items to examine latent variables implicitly. For modeling such data, item response theory (IRT) offers a theoretical structure (Lord & Novick, 1968).

The Rasch model (Rasch, 1960) represents one of the most well-known IRT models. The aforementioned model defines an item's complexity as the latent property of a person having the exact same likelihood of responding to the item's proposed solutions. As a result, analyses using the Rasch Model were done for each

item on each scale i.e., SHRM scale, Relational climate scale, and organizational performance scale.

The Rasch model has a Q3 correlation matrix which signifies the residual value of each item and the acceptable limit for Q3 residual value is <0.3 (Yen, 1984). All the items in all three scales have acceptable Q3 residual values.

Rasch Model also generates item statistics. The proportion in item statistics mentions the percentage of individuals who have measured the item correctly as per model (Erhart et al., 2010). The Infit and outfit values must be between 0.4 to 1.4 (Erhart et al., 2010). The values of Infit and outfit of all items in all three scales are within the limit.

The data received through the survey and as anticipated by the Rasch model are then fitted together to produce the expected score curve. The gap between the two is known as residual. Minimum the gap, better the data fit (Erhart et al., 2010). The results of our analysis show a better fit of data with the Rasch Model. Hence our items in all three scales are internally consistent. The Rasch Model fit analysis, item statistics and expected score curve are given in **Appendix B**.

4.8 Non response bias

The study's response rate, which was 48.08%, was high when compared to response rate reported in earlier researches. According to Becker and Huselid (1998), response rates in comparable studies have often been low (mean rate 17.4%). The average response rate for the online survey method was 44.1% (Wu et al., 2022). Response rates to industrial surveys in India ranged from 42 to 48 percent (Krishnan & Poulose, 2016).

Several actions were made to boost the response rate. The cover letter was tailored, ensured the respondent's anonymity, and contained a succinct executive summary. We assumed that managers and executives would be time-constrained, so we picked a simple, quick closed-ended questionnaire. Addresses were acquired from directories and databases of various professional sources. The researcher is also a life member of several major Indian HR organizations and professional

bodies. These connections provided useful avenues for getting in touch with respondents.

If there are persistent differences between respondents and non-respondents, the study's findings might not be applicable to the entire population (Armstrong & Overton, 1977). Non-response bias testing can be used to identify any potential bias brought on by the sample elements' inability to respond. Non-respondents reportedly share many characteristics with late respondents. Non-response bias can be regarded as absent if there are no variations in the survey variables comparing early and late respondents (Armstrong & Overton, 1977). Applying this method, respondents were divided into two distinct categories based on whether they responded to the initial inquiry (51.5%) or after a large number of follow-up (48.5%). Each construct was assessed comparing the two groups utilizing a paired sample t-test. It was found that there had been no statistically significant differences between the two groups' answers. Therefore, bias against non-response had no detrimental effects on the results. The information is in the table.

Table 15 Non response bias

Variable		**N**	**Mean**	**Std. Deviation**	**t statistics**	**significance (2 tailed)**
Pair 1	Trg1_E	100	3.5600	0.91365	0.071	0.944
	Trg1_L	100	3.5500	1.18386		
Pair 2	Staff1_E	100	3.4800	0.99980	-0.127	0.899
	Staff1_L	100	3.5000	1.22680		
Pair 3	Inno1_E	100	3.6000	0.93203	0.192	0.848
	Inno1_L	100	3.5700	1.21651		
Pair 4	PM1_E	100	3.5700	0.97706	0.063	0.950
	PM1_L	100	3.5600	1.22532		
Pair 5	PM2_E	100	3.6000	0.99494	0.188	0.851

	PM2_L	100	3.5700	1.25734		
Pair 6	ER1_E	100	3.6100	0.91998	0.535	0.594
	ER1_L	100	3.5300	1.18454		
Pair 7	ER2_E	100	3.4800	1.04910	-0.506	0.614
	ER2_L	100	3.5600	1.21705		
Pair 8	Comp1_E	100	3.4700	1.00960	-0.330	0.742
	Comp1_L	100	3.5200	1.17619		
Pair 9	Comp2_E	100	3.6000	1.01504	0.338	0.736
	Comp2_L	100	3.5500	1.17529		
Pair 10	Team1_E	100	3.55	0.957	0.266	0.791
	Team1_L	100	3.5100	1.25122		
Pair 11	Infosharing1_E	100	3.47	0.969	-1.254	0.213
	InfoSharing1_L	100	3.6600	1.14786		
Pair 12	SocialCap1_E	100	3.55	1.058	0.000	1.000
	SocCap1_L	100	3.5500	1.19236		
Pair 13	SocCap2_E	100	3.5300	0.93695	0.137	0.892
	SocCap2_L	100	3.5100	1.17632		
Pair 14	SV1_E	100	3.6000	0.94281	0.332	0.741
	SV1_L	100	3.5500	1.18386		
Pair 15	SV2_E	100	3.5500	0.96792	-0.129	0.898
	SV2_L	100	3.5700	1.22479		
Pair 16	Auto1_E	100	3.4500	1.10440	-0.577	0.565
	Auto1_L	100	3.5500	1.25831		
Pair 17	TaskSig_E	100	3.43	0.935	-0.652	0.516
	TaskSig1_L	100	3.5300	1.26695		
Pair 18	SocRec1_E	100	3.5600	0.99818	-0.063	0.950

	SocRec1_L	100	3.5700	1.24928		
Pair 19	RC1_E	100	3.5300	1.20147	1.458	0.148
	RC1_L	100	3.2600	1.35304		
Pair 20	RC2_E	100	3.5800	1.24056	1.197	0.234
	RC2_L	100	3.3500	1.36608		
Pair 21	RC3_E	100	3.6800	1.09064	2.152	0.034
	RC3_L	100	3.3200	1.19663		
Pair 22	RC4_E	100	3.5800	1.16498	1.073	0.286
	RC4_L	100	3.3800	1.33923		
Pair 23	RC5_E	100	3.8000	1.07309	1.552	0.124
	RC5_L	100	3.5300	1.31391		
Pair 24	RC6_E	100	3.8600	1.03494	2.142	0.035
	RC6_L	100	3.4800	1.48038		
Pair 25	RC7_E	100	3.8100	1.06073	0.956	0.342
	RC7_L	100	3.6500	1.27426		
Pair 26	RC8_E	100	3.9200	1.07007	0.399	0.691
	RC8_L	100	3.8500	1.32859		
Pair 27	RC9_E	100	3.7600	1.01623	1.358	0.177
	RC9_L	100	3.5500	1.19236		
Pair 28	RC10_E	100	3.6800	1.09064	-0.416	0.678
	RC10_L	100	3.7500	1.25025		
Pair 29	RC11_E	100	3.6900	0.93954	0.384	0.702
	RC11_L	100	3.6300	1.20315		
Pair 30	OP1_E	100	3.7300	0.98324	1.189	0.237
	OP1_L	100	3.5500	1.21751		
Pair 31	OP2_E	100	3.6900	1.03177	0.763	0.447
	OP2_L	100	3.5700	1.25734		
Pair 32	OP3_E	100	3.6500	1.10440	0.594	0.554

	OP3_L	100	3.5500	1.26631		
Pair 33	OP4_E	100	3.6900	1.07021	0.962	0.338
	OP4_L	100	3.5400	1.29817		
Pair 34	OP5_E	100	3.7300	1.08110	1.156	0.250
	OP5_L	100	3.5400	1.25062		
Pair 35	OP6_E	100	3.8000	1.03475	1.588	0.116
	OP6_L	100	3.5600	1.25786		
Pair 36	OP7_E	100	3.6400	1.10572	0.537	0.593
	OP7_L	100	3.5500	1.25025		

4.9 Data Analysis

SPSS version 29.0.0 and SPSS AMOS 28.0.0 were used to analyze the data and model structural equations, respectively.

Structural Equation Modelling - Structural equation modeling, a Multi-Criteria Decision Making (MCDM) technique, was used to examine how SHRM affects organizational performance. Multivariate analysis is a statistical technique for investigating interactions that are structurally related. Regression tests and factor analyses are two steps in the multi-step SEM process. To demonstrate how they connect to the observable variables, latent constructs are used. This analytical strategy is used by researchers because it allows them to estimate a large number of connected dependencies in a single analysis. SEM models are divided into two categories: (1) Measurement models, which explain how measured variables express the theory and show the number of factors, the association between various indicators and the factors, and the relationships among indicator errors; and (2) Structural models, which show the connection between endogenous and exogenous variables as well as the links among the various factors. A reliable measurement model must be developed before estimating and drawing inferences from the structural relationships between latent variables.

Since they are the result of one or more model variables, endogenous variables are sometimes referred to as dependent or outcome variables. In contrast, an exogenous variable is one that arises independently of all other variables; it is also known as an independent, causative, or predictor variable. This method is also known as causal modeling since it uses SEM to investigate the claimed causal relationships.

The following presumptions form the foundation of the SEM technique:

1. Linearity: Exogenous and endogenous variables should have linear relationships.
2. Sequence: The cause should come before the event in the cause-and-effect connection between endogenous and exogenous factors.
3. Multivariate normal distribution: Because multivariate normalcy exhibits modest fluctuations, the maximum likelihood technique and the χ^2 (Chi-square) test can clearly distinguish between normal and multivariate distributions.
4. A connection that is not misleading must have the observed covariance to exist.
5. Sample size: In the SEM model, there should generally be 10 to 20 times as many instances as variables.
6. Information: SEM uses interval data.
7. Insufficiently recognized models are not taken into account. Either models are overidentified, or predicted parameters need to be less than the size of equations.
8. Uncorrelated error terms: It is presumed that the error terms and other variable error terms are uncorrelated.
9. Outliers: Because they lessen the model's relevance, outliers in the dataset should be avoided.

Chapter 5

Results

5.1 Descriptive statistics of respondents

There were 327 participants in this study. A large percentage of the participants (82%) were men. The participants' average ages and years of job experience were correspondingly 39.299 (σ = 7.219) and 15.199 (σ = 6.520).
The following table shows gender, age, and experience related descriptive data,

Table 16 Descriptive statistics of respondents

Components	N=327	%age
Respondents' Gender		
Males	267	82%
Females	60	18%
Years of Experience		
5 to 15	114	35%
16 to 30	192	59%
> 31	21	6%
Age in Years		
25 to 40	106	32%
41 to 50	195	60%
> 50	26	8%

5.2 Mahalanobis Analysis

The Mahalanobis distance, an effective multivariate distance measure, is used to calculate the distance between points from a distribution. It can be used to

establish whether a sample represents an outlier, whether a process is in control, and whether it is a member of a group.

For example, clustering analysis, outlier identification, classification techniques, goodness of fit tests, density estimation and hypothesis testing all need the use of statistical distances. We may quantify the proximity of two statistical objects by comparing their distances (or similarities). Two random variables, two probability distributions, two moment generating functions, one sample point and one probability distribution, two individual samples, or two random variables all qualify as these items.

Outliers are instances of data that deviate significantly from the general trends of the rest of the data. An observation is considered an outlier if it deviates from other observations in such a way that it raises the possibility that it was caused by a different mechanism (Hawkins, 1980). The statistical inference is significantly impacted by outliers. They augment error variance, weaken the validity of statistical tests, and skew results that might be of real importance (Osborne & Overbay, 2004). As a result, the process of outlier detection is an intriguing and significant component of data analysis.

Atypical observations are increasingly likely to occur nowadays since observed data is becoming more and more multi-dimensional. The issue is that a small number of outliers is always sufficient to skew the data's conclusions (by changing the mean performance, increasing variability, etc.). Consequently, finding outliers is gaining priority in several fields of science (Ghorbani, 2019). The Mahalanobis distance is widely used in the study of multivariate statistics to identify outliers (Etherington, 2021).

The response rate for the survey technique used in this study was 48.08%, with 327 of the 680 paper questionnaires issued being returned. For data analysis, 327 replies were still available after accounting for missing values and outlier cases, which is a significant response rate (Einola & Alvesson, 2021). The Mahalanobis

Distance, essentially quantifies the distance between every observation and the median of all the data in an array of the given variable, was calculated using IBM SPSS version 29.0.0 and thus detect multivariate outliers (Etherington, 2021). When the Mahalanobis distance is high, it means that one or more variables in the case have extreme values. The threshold rule is indicated to be a strong statistical test of significance at 0.001 (Ghorbani, 2019). By comparing estimated probabilities and testing against 0.001, no response to any item in this investigation that had a probability of less than p =.001 using the Mahalanobis distance metric was identified.

5.3 Assessment of collinearity

For the purpose of analyzing the collinearity issues, values for the variance inflation factor (VIF) are obtained. Collinearity is indicated by a VIF score of 5 or above (Hair et al., 2013). Because the path leads to organisational performance (OP) and relational climate (RC), which function as dependent variables in our model, two sets of linear regression were performed. The results of the collinearity examination are given in the table below. There is no indication of collinearity between any two sets of predictor variables, as shown by all VIF values being under 5.

Table 17 Collinearity assessment

Construct	Dependent variable: OP		Construct	Dependent variable: RC	
	VIF (1st Set)	Collinearity Problem		VIF(2nd Set)	Collinearity Problem
SHRM	1.004	No	SHRM	1.000	No
RC	1.000	No			

5.4 Exploratory Factor Analysis

A vital technique for the creation, enhancement, and assessment of tests,

scales, and measurements is factor analysis (FA). In social science, exploratory factor analysis (EFA) is a statistical method often and widely used for a variety of tasks, such as the development of evaluation tools (Lovett et al., 2002). Applying FA, an extensive number of variables (factors) are reduced to a lesser and manageable variable. Furthermore, it supports the construction of theories by elucidating the basic connections between quantifiable data and latent constructs. Additionally, it supports the construct validity of measures that respondents self-report (Tabachnick & Fidell, 2001). The steps for EFA are given in the figure 12,

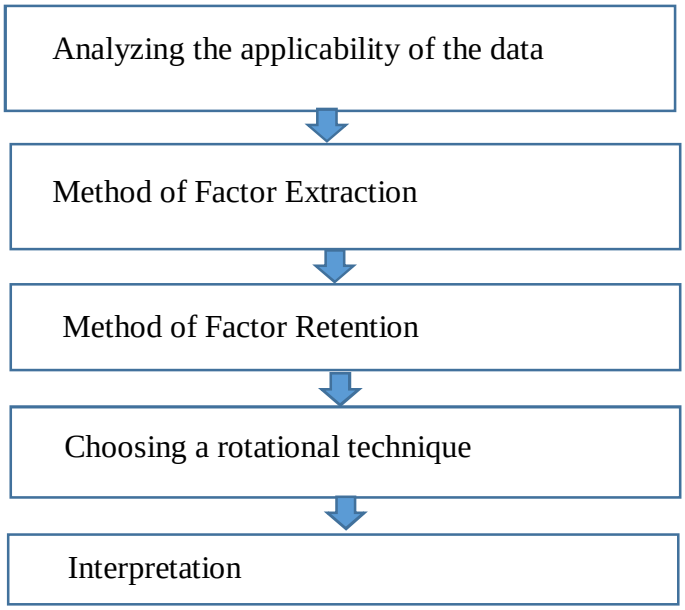

Figure 12 Exploratory Factor Analysis

5.5 Evaluation of Data suitability

Prior to extracting the constructs, the sample's appropriateness and the data's suitability for factor analysis must be evaluated (Burton & Mazerolle, 2011). Through adequate sampling, the researcher may find out more about how to arrange responses. By combining the items into a set of understandable variables, the examined constructs may be explained more effectively. Measures of sample adequacy are used to determine how closely an item is related to the remaining items in the EFA correlation matrix (Burton & Mazerolle, 2011).

5.5.1 Sample adequacy test through KMO and Bartlett's method

The data were suitable for factor analysis according to the Kaiser-Meyer-Olkin sample sufficiency measure (MSA), which had a value of 0.977. In this regard, samples that have an MSA value more than 0.800 are eligible for factor analysis (Hair Jr et al., 2021).

The Bartlett's Test checks whether there is any overlap in the variables that may then be summed up using a small number of components (Tobias & Carlson, 1969). Before using a data reduction technique like factor analysis, Bartlet test is typically tested to see if it can actually compress the data in an efficient way. (Gorsuch, 1973).

As a vital first step, the significance level of the correlation matrix was evaluated using Bartlett's Test of Sphericity. Factor analysis is a viable method, according to the results' significance, which is $\chi 2\ (630) = 1653.025\ (p < 0.000)$ (Hair Jr. et al., 2014).

Table 18 KMO and Bartlett's Test results

Measurement of the adequacy of the sampling by Kaiser-Meyer-Olkin		0.977
Bartlett's Sphericity Test	Approx. Chi-Square	1653.025
	df	630
	Sig.	0.000

5.5.2 Factor Extraction

Maximum likelihood calculation, the analysis of principal components (PCA), primary axis factoring (PAF), picture factoring, alpha factoring, unweighted least squares, generalized least squares, and canonical least squares are a few strategies for factor extraction (Costello & Osborne, 2005). However, this research used principal components analysis. The literature suggested using PCA

to create preliminary EFA solutions when factors have significant reliability (Gorsuch, 1973). If a researcher originally developed or altered an existing scale with numerous components and is interested in reducing the number of items, the PCA is useful (Taherdoost et al., 2014).

The minimum factor loading required was fixed at 0.50 (Hair et al., 2017). The communalities of the scale, or the variation of the variables that are clarified by every factor, were also looked at in order to determine whether there are enough levels of explanation. The results show that every communality is higher than 0.50 (Hair Jr. et al., 2014).

Table 19 Descriptive Statistics

Variable	**N**	**Mean**	**Std. Deviation**	**Communalities**
Trg1	327	3.63	1.054	0.879
Staff1	327	3.58	1.096	0.873
Innov1	327	3.65	1.096	0.772
PM1	327	3.65	1.085	0.847
PM2	327	3.66	1.128	0.867
ER1	327	3.64	1.067	0.861
ER2	327	3.63	1.100	0.800
COMP1	327	3.60	1.092	0.819
COMP2	327	3.65	1.080	0.835
Team1	327	3.62	1.087	0.861
Infosharing1	327	3.61	1.073	0.726
SocialCap1	327	3.66	1.107	0.819
SocialCap2	327	3.62	1.095	0.848
SV1	327	3.64	1.076	0.839
SV2	327	3.62	1.100	0.887
Auto1	327	3.61	1.143	0.765

TaskSig1	327	3.58	1.113	0.839
SocRec1	327	3.66	1.099	0.853
RC_Vis	327	3.35	1.292	0.646
RC_SHPur	327	3.46	1.314	0.781
RC_SHVis	327	3.51	1.195	0.698
RC_FutVis	327	3.47	1.289	0.597
RC_Epthy	327	3.64	1.245	0.719
RC_Need	327	3.62	1.305	0.769
RC_WBng	327	3.71	1.199	0.683
RC_Asst	327	3.84	1.212	0.719
RC_Engy	327	3.61	1.167	0.701
RC_Vib	327	3.63	1.201	0.700
RC_Livly	327	3.61	1.124	0.711
OP1	327	3.72	1.113	0.929
OP2	327	3.71	1.110	0.878
OP3	327	3.68	1.177	0.890
OP4	327	3.71	1.146	0.847
OP5	327	3.71	1.162	0.901
OP6	327	3.75	1.121	0.934
OP7	327	3.69	1.140	0.866

5.5.3 Factor retention method

Cumulative Percentage of Variance (CPV)

The scale's factors were subsequently determined by the analysis's factor solution to be three, which accounted for 80.442 percent of the data's variance.

Table 20 Cumulative Percentage of Variance (CPV)

Factors	Kaiser's Eigenvalues			Numbers of Squared Loadings for Extraction			Totals of Rotations for Squared Loads		
	Total	Variance as a percentage	aggregate %	Total	Variance as a percentage	Cumulative %	Total	Variance as a percentage	aggregate %
1	22.021	61.168	61.168	22.021	61.168	61.168	16.26	45.168	45.168
2	5.525	15.348	76.516	5.525	15.348	76.516	8.297	23.047	68.214
3	1.413	3.926	80.442	1.413	3.926	80.442	4.402	12.228	80.442

Analysis of eigen value (Kaiser's eigenvalue > 1)

When employing the K1-Kaiser's technique, only constructs with eigenvalues greater than 1 should be retained for explanation (Kaiser, 1960). Due to its simplicity and strong theoretical foundation (Gorsuch, 1973) this method may be the most popular and often used in practice (Taherdoost et al., 2014). Three factors with Eigen values more than 1 is found in this research.

Scree test

Visual breaks or discontinuities were checked by using Scree test proposed by Cattell (Cattell, 1966). The amount of information points above the line of discontinuity (apart from the point wherein the separation occurs) is the total number of vaiables that must be kept. This approach is justified by the claim that it distinguishes between substantial or important factors and unimportant ones (Hamed Taherdoost et al., 2014). Scree plot confirms three distinct factors in our research.

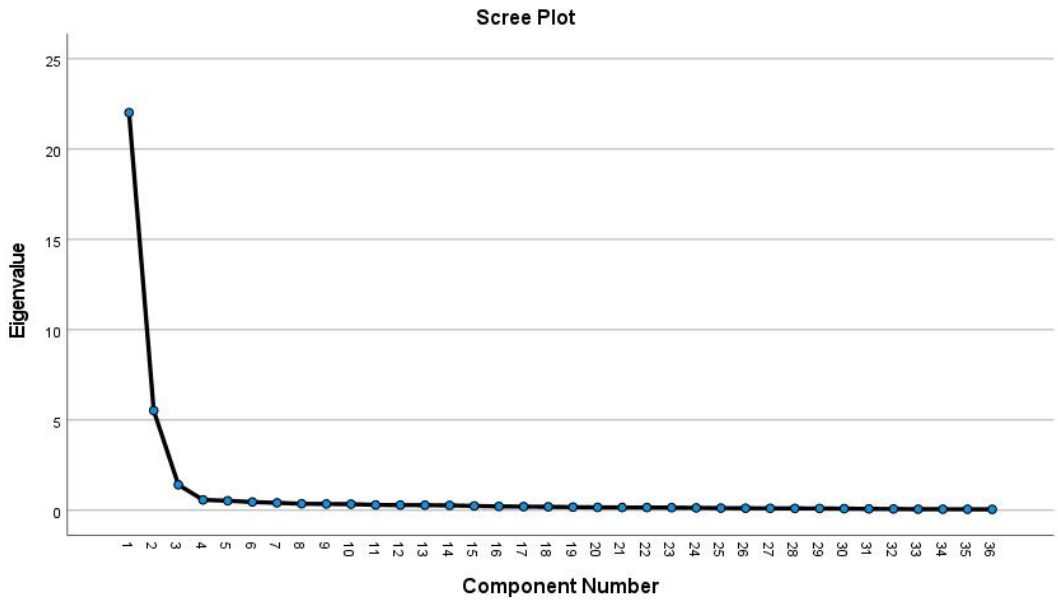

Figure 13 Scree plot

5.5.4 Rotational Method Selection

By maximizing item loadings with large values and minimizing item loadings with low values, rotation will assist in delivering a solution that is easier to comprehend and simple.

The frequently used rotational technique for exploratory factor analysis is varimax rotation (Finney, 2007) and frequently provides a straightforward structure.

Therefore, EFA with a principal component approach and varimax rotation was performed in the current study. Three factors have been found using a *Priori Criterion*, and they accounted for 80.442% of the variability in the data. Every item with primary loadings more than 0.50 was chosen and kept for analysis using the latent root criteria (Eigen value greater than 1) (Hair et al., 2017). Additionally, the principal component loading should not exceed 50% of the cross loading (Finn & Kayande, 2004) were also kept. Table 21 shows the factor matrix,

Table 21 Factor Matrix

	Component		
Item	**SHRM**	**RC**	**OP**
Trg1	0.881		
Staff1	0.892		
Innov1	0.836		
PM1	0.871		
PM2	0.875		
ER1	0.879		
ER2	0.824		
COMP1	0.866		
COMP2	0.874		
Team1	0.883		
Infosharing1	0.802		
SocialCap1	0.833		
SocialCap2	0.866		
SV1	0.878		
SV2	0.882		
Auto1	0.817		
TaskSig1	0.866		
SocRec1	0.877		
RC_Vis		0.795	
RC_SHPur		0.869	
RC_SHVis		0.796	
RC_FutVis		0.741	
RC_Epthy		0.829	
RC_Need		0.846	

RC_WBng	0.805	
RC_Asst	0.804	
RC_Engy	0.812	
RC_Vib	0.800	
RC_Livly	0.819	
OP_1		0.705
OP_ 2		0.684
OP_3		0.656
OP_ 4		0.648
OP_ 5		0.713
OP_6		0.708
OP_ 7		0.691

5.6 Measurement model

The method for measuring latent variables using observable data is described by the measurement model. The traits of observed variables are essential because measurement variables lead to speculative thoughts. Additionally stated here is that measurement errors would unavoidably happen while measuring (Kang & Ahn, 2021). The measuring model's validity is of utmost significance while creating the SEM (Doumic et al., 2017).

5.6.1 Interpretation of Model and reporting

It was possible to evaluate causality under the model in SEM attributable to the variance and correlation of observable variables that were discovered from the given data. Typically, correlation and variance are measured using the correlation coefficient and standard deviation, respectively. Therefore, they should be closely examined before doing a thorough study. An illustration of the correlations and standard deviations between the variables that were observed is shown in Table 22,

Table 22 Correlation

Variables	M	SD	1	2	3
1. SHRM	3.594	0.977			
2. Relational Climate	3.796	1.061	0.873**		
3. Organizational Performance	3.637	1.019	0.682**	0.671**	

** The relationship has significance at the 0.01 threshold.

5.7 Normality test

"Normality" refers to how closely a variable's data distribution follows the normal distribution and is a crucial presumption in multivariate studies (Hair et al., 2014). Kline (2011) contends that before using SEM, the normal distribution of the data must be confirmed because SEM analysis presumes that the variables are arranged normally.

5.7.1 “Kurtosis and Skewness”

According to the two distinct normality indices “skewness and kurtosis”, the distribution of the data may be analyzed (Hair et al., 2014). A variable with a “skewness” is one with a mean that is not located in the center of the distribution, which explains how the pattern of distribution balances (Kline, 2011). “Kurtosis”, in contrast to the normal distribution, characterizes how "peaked" or "flat" the distribution is, as per Hair et al. (2014).

The skewness and kurtosis values for each variable are used to assess the “normality” of the study's variables. A problem may be indicated by kurtosis values more than 10.0, and a distribution that is substantially skewed is indicated by skewness values greater than or equal to 3.0, according to Kline (2011). Hair et al. (2014) assert, however, that distributions with considerable skewness are denoted by skewness values that are more than or equal to 1. The data is regarded as regularly distributed since all of the skewness and kurtosis values fall within

predetermined ranges. The results (see Table 22) showed that everything seemed to follow a normal distribution.

Table 23 Test for Normality (Kurtosis and Skewness)

	N	**Missing values**	**Avg/ Mean value**	**σ (Std. Deviation)**	**Skewness values**	**Skewness (Std. Error)**	**Kurtosis values**	**Kurtosis (Std. Error)**
Trg1	327	0	3.63	1.054	-0.774	0.135	-0.136	0.269
Staff1	327	0	3.58	1.096	-0.714	0.135	-0.335	0.269
Innov1	327	0	3.65	1.096	-0.714	0.135	-0.149	0.269
PM1	327	0	3.65	1.085	-0.742	0.135	-0.230	0.269
PM2	327	0	3.66	1.128	-0.767	0.135	-0.232	0.269
ER1	327	0	3.64	1.067	-0.741	0.135	-0.094	0.269
ER2	327	0	3.63	1.100	-0.577	0.135	-0.633	0.269
COMP1	327	0	3.60	1.092	-0.690	0.135	-0.335	0.269
COMP2	327	0	3.65	1.080	-0.661	0.135	-0.356	0.269
Team1	32	0	3.62	1.087	-0.738	0.135	-0.256	0.269

	7							
Infosharing1	327	0	3.61	1.073	-0.584	0.135	-0.426	0.269
SocialCap1	327	0	3.66	1.107	-0.677	0.135	-0.419	0.269
SocialCap2	327	0	3.62	1.095	-0.713	0.135	-0.252	0.269
SV1	327	0	3.64	1.076	-0.675	0.135	-0.305	0.269
SV2	327	0	3.62	1.100	-0.769	0.135	-0.147	0.269
Auto1	327	0	3.61	1.143	-0.658	0.135	-0.503	0.269
TaskSig1	327	0	3.58	1.113	-0.730	0.135	-0.321	0.269
SocRec1	327	0	3.66	1.099	-0.741	0.135	-0.246	0.269
RC_Vis	327	0	3.35	1.292	-0.463	0.135	-0.991	0.269
RC_SHPur	327	0	3.46	1.314	-0.597	0.135	-0.891	0.269
RC_SHVis	327	0	3.51	1.195	-0.535	0.135	-0.810	0.269
RC_FutVis	327	0	3.47	1.289	-0.428	0.135	-1.011	0.269
RC_Epthy	327	0	3.64	1.245	-0.870	0.135	-0.280	0.269
RC_Need	32	0	3.62	1.305	-0.779	0.135	-0.546	0.269

	7							
RC_WBng	327	0	3.71	1.199	-0.611	0.135	-0.690	0.269
RC_Asst	327	0	3.84	1.212	-0.831	0.135	-0.305	0.269
RC_Engy	327	0	3.61	1.167	-0.674	0.135	-0.435	0.269
RC_Vib	327	0	3.63	1.201	-0.546	0.135	-0.805	0.269
RC_Livly	327	0	3.61	1.124	-0.553	0.135	-0.724	0.269
OP1	327	0	3.72	1.113	-0.836	0.135	-0.060	0.269
OP2	327	0	3.71	1.110	-0.816	0.135	-0.069	0.269
OP3	327	0	3.68	1.177	-0.813	0.135	-0.233	0.269
OP4	327	0	3.71	1.146	-0.835	0.135	-0.121	0.269
OP5	327	0	3.71	1.162	-0.804	0.135	-0.270	0.269
OP6	327	0	3.75	1.121	-0.901	0.135	0.098	0.269
OP7	327	0	3.69	1.140	-0.705	0.135	-0.420	0.269

5.7.2 Kolmogorov-Smirnov test

When the Kolmogorov-Smirnov test is significant, the presumption of

normality is not met by the data sample distribution (e.g., at $p < 0.05$), which indicates that our sample's distribution varies significantly from the distribution that is being examined, such as a normal distribution. Since the K-S test is non-significant ($p > 0.05$), this test shows that SHRM, relational climate, and organizational performance data follow the normal distribution.

Table 24 Test results as per Kolmogorov-Smirnov

	Kolmogorov-Smirnov[a]			**Shapiro-Wilk**		
	Value	df	Significance	Value	df	Significance
OP	0.179	327	0.200	0.907	327	0.938
RC	0.187	327	0.200	0.856	327	0.903
SHRM	0.215	327	0.080	0.868	327	0.343

a. Lilliefors Significance Correction

A model for every one of the three groups was constructed for the CFA stage of analysis. Utilizing “confirmatory factor analysis” (CFA), the measurement validity was assessed. The results showed that there is significant “convergent and discriminant validity”, as well as “reliability” for the measurement model's constructs.

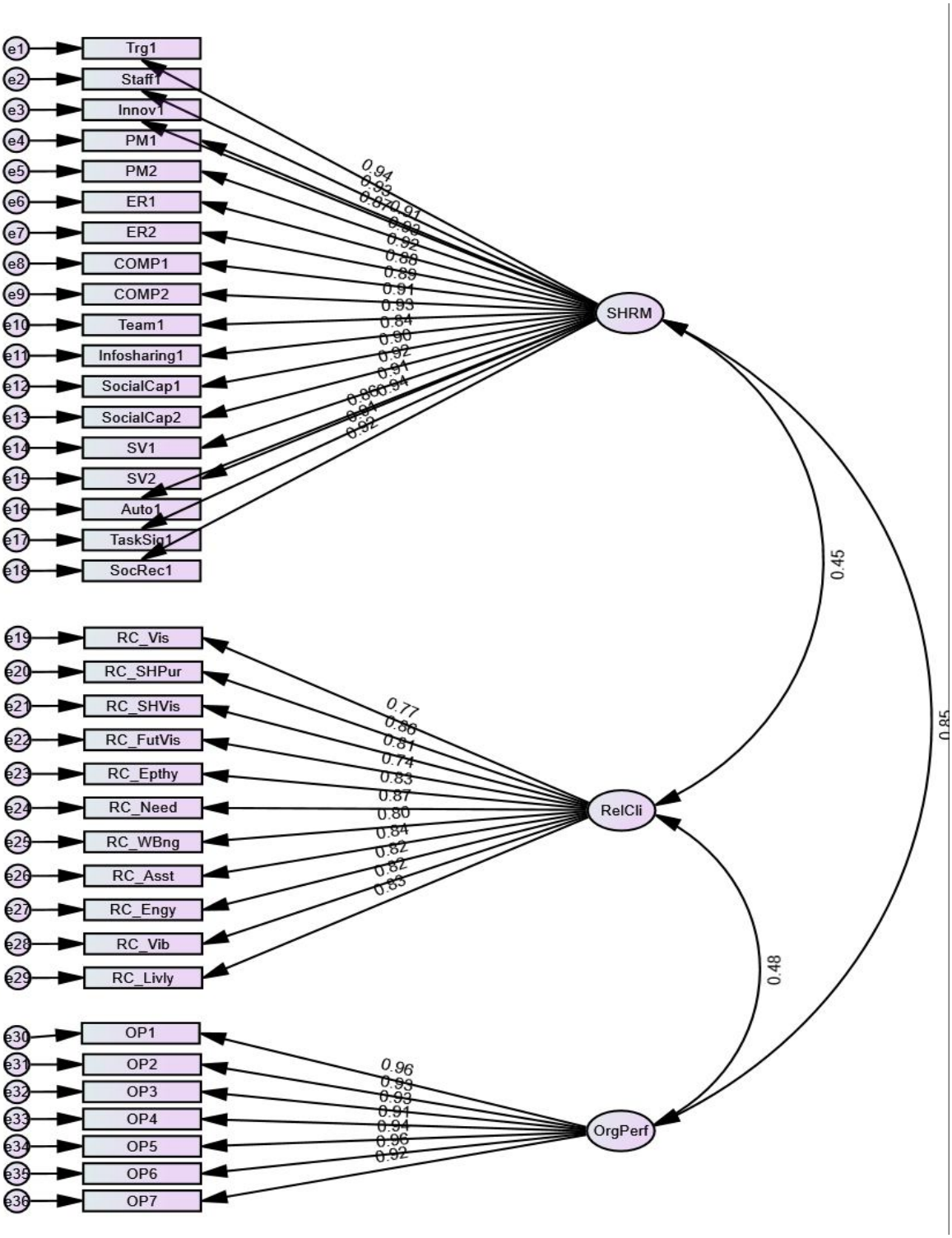

Figure 14 Measurement Model

5.8 Results of Measurement model

5.8.1 Identification of model

Model identification is a key component of structural equation modelling. In addition to estimating significant parameters, linear structural equation models (SEMs) define the causal and statistical relationships between groups of variables. The structural coefficients (which indicate the strength of the causal links) are typically left as free parameters to be evaluated from data while the structure of causality is given from the underlying theory when modelling with linear SEMs. If the coefficients are known, it is possible to estimate the "total effects, direct effects, and indirect effects" (Chen, 2016). There are, however, some situations in which the model's inherent causal arguments are inadequate for conclusively identifying one or more coefficients from the probability distribution and cannot be estimated from data. The coefficients are referred to in these situations as being "unidentified". Technically speaking, the aim of model identification is to identify different values for parameter estimation. When each parameter can be solved independently, a model is said to be identified. The order requirement requires that an identified model have non-negative degrees of freedom (df > 0). It means that the desired number of data points from the data set covariance matrix must be less than or equal to the expected number of parameters (Ramlall, 2016).

The proposed model for this inquiry is an over-identified model that has favourable degrees of freedom (591), which was produced using the AMOS result. The estimated value of the default model may be calculated using 666 distinct sampling moments, leaving 591 significant and positive degrees of freedom (df > 0). This model comprises 75 separate parameters that need to be extensively estimated. The model is hence overidentified.

5.8.2 Test of Common method bias

The statistical and procedure based modifications both proposed by Podsakoff et al., (2012) were used to test the Common Method Bias (CMB). Techniques like temporal separation and random scale sequencing were used in

procedural modification. As a result, questions regarding the independent variables were addressed first, while questions regarding the mediating factor variable were addressed two weeks later. Additionally, Harman's test with one factor as recommended by Mackenzie and Podsakoff (2012) was conducted as a potential statistical solution to test for CMB.

5.8.3 Harman one factor test

In the unrotated solution of Harman's one factor test, principal component factor analysis has been applied using SPSS 29.0 version. One factor was responsible for explaining 26.62% of the total variation. Thus, it is far less than 50% (Podsakoff et al., 2012), Therefore, it is concluded that the common method of variance does not appear to be a significant issue.

5.8.4 Common latent variable test

There were no significant differences between the item's "standardized regression weights" ($\Delta < 0.2$) when the regressed standardized values of each items for both models were checked, indicating that there was no "common method variance" present with this data set, when the test of common latent variable was also run in IBM AMOS software (Fornell & Larcker, 1994).

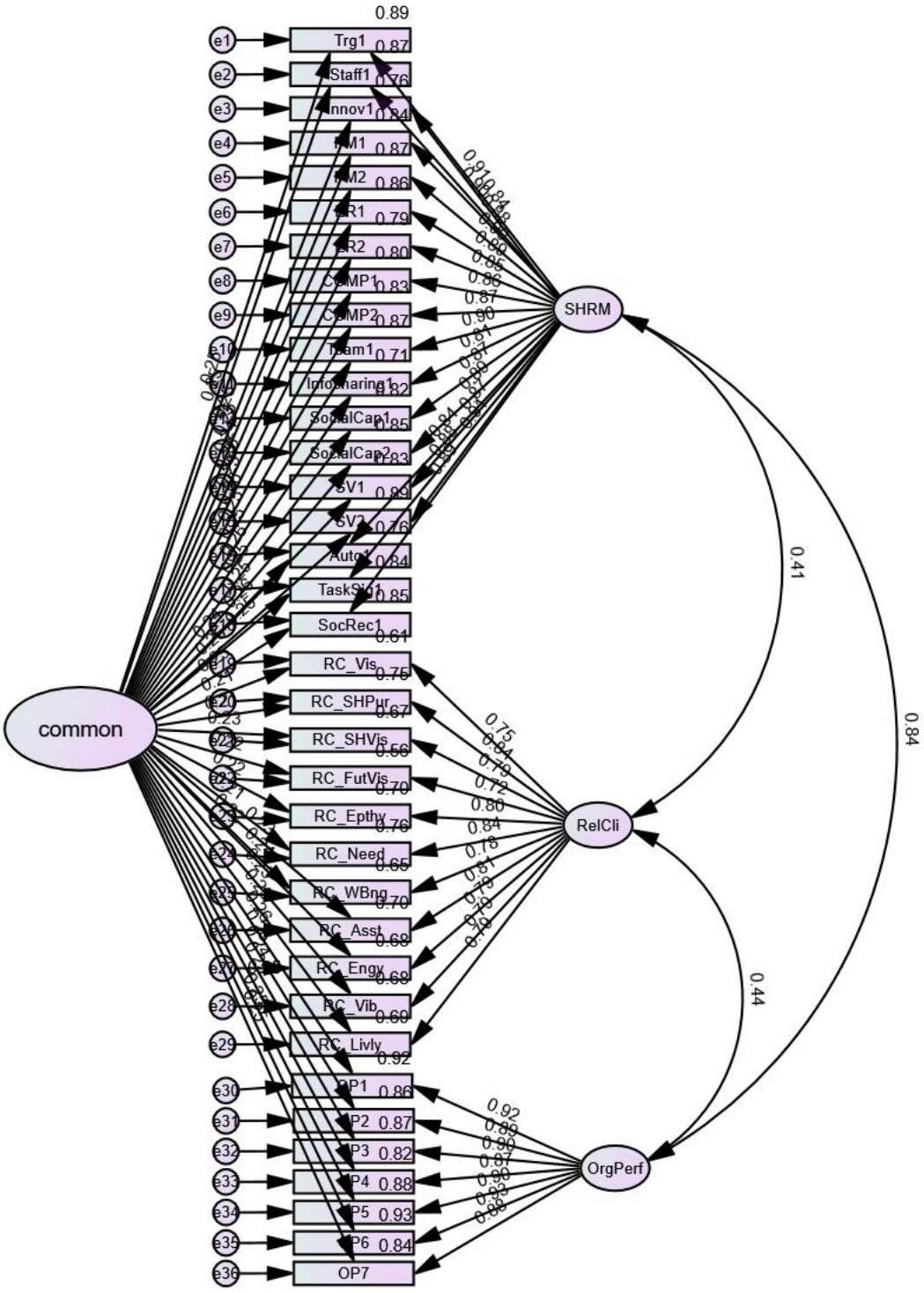

Figure 15 Test with Common latent variable

Table 25 Results for Common Method test

			Standardized Regression values: presence of Common Latent Factor	**Standardized Regression values: absence of Common Latent Factor**	**Delta**
Trg1	<---	SHRM	0.907	0.936	0.029
Staff1	<---	SHRM	0.899	0.929	0.030
Innov1	<---	SHRM	0.836	0.866	0.030
PM1	<---	SHRM	0.883	0.914	0.031
PM2	<---	SHRM	0.903	0.930	0.027
ER1	<---	SHRM	0.891	0.923	0.032
ER2	<---	SHRM	0.852	0.883	0.031
COMP1	<---	SHRM	0.860	0.891	0.031
COMP2	<---	SHRM	0.875	0.906	0.031
Team1	<---	SHRM	0.896	0.926	0.030
Infosharing1	<---	SHRM	0.805	0.838	0.033
SocialCap1	<---	SHRM	0.871	0.900	0.029
SocialCap2	<---	SHRM	0.886	0.917	0.031
SV1	<---	SHRM	0.874	0.906	0.032
SV2	<---	SHRM	0.912	0.942	0.030
Auto1	<---	SHRM	0.835	0.863	0.028
TaskSig1	<---	SHRM	0.883	0.912	0.029
SocRec1	<---	SHRM	0.890	0.920	0.030
RC_Vis	<---	RelCli	0.755	0.770	0.015
RC_SHPur	<---	RelCli	0.843	0.863	0.020

RC_SHVis	<---	RelCli	0.786	0.815	0.029
RC_FutVis	<---	RelCli	0.716	0.741	0.025
RC_Epthy	<---	RelCli	0.804	0.830	0.026
RC_Need	<---	RelCli	0.845	0.868	0.023
RC_WBng	<---	RelCli	0.777	0.803	0.026
RC_Asst	<---	RelCli	0.806	0.836	0.030
RC_Engy	<---	RelCli	0.788	0.820	0.032
RC_Vib	<---	RelCli	0.789	0.820	0.031
RC_Livly	<---	RelCli	0.793	0.826	0.033
OP1	<---	OrgPerf	0.923	0.961	0.038
OP2	<---	OrgPerf	0.888	0.927	0.039
OP3	<---	OrgPerf	0.899	0.933	0.034
OP4	<---	OrgPerf	0.869	0.906	0.037
OP5	<---	OrgPerf	0.903	0.937	0.034
OP6	<---	OrgPerf	0.929	0.964	0.035
OP7	<---	OrgPerf	0.882	0.918	0.036

5.9 Analysis of Model

Prior to assessing the degree of dimensionality of a multiple-factor model in “confirmatory factor analysis”, model with a single factor also needs to be assessed (Byrne, 2016). This led to the study and comparison of first model "Model 1", a single factor model, and second model "Model 2", a model with three-factors derived from the “exploratory factor model”.

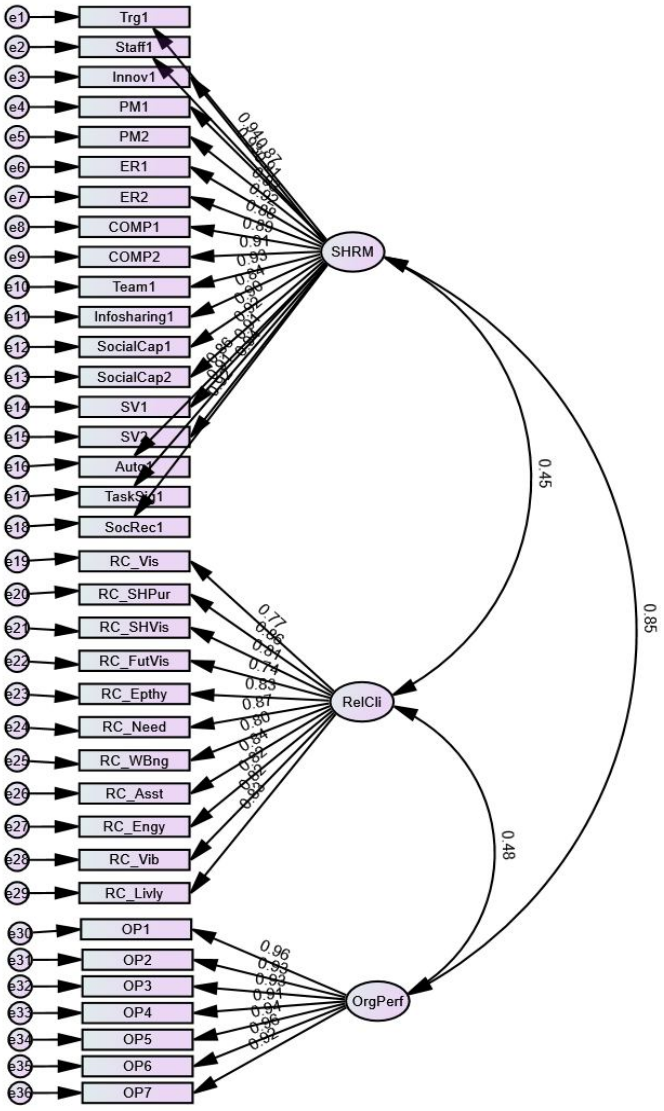

Figure 16 Confirmatory Factor Analysis- Three factor model

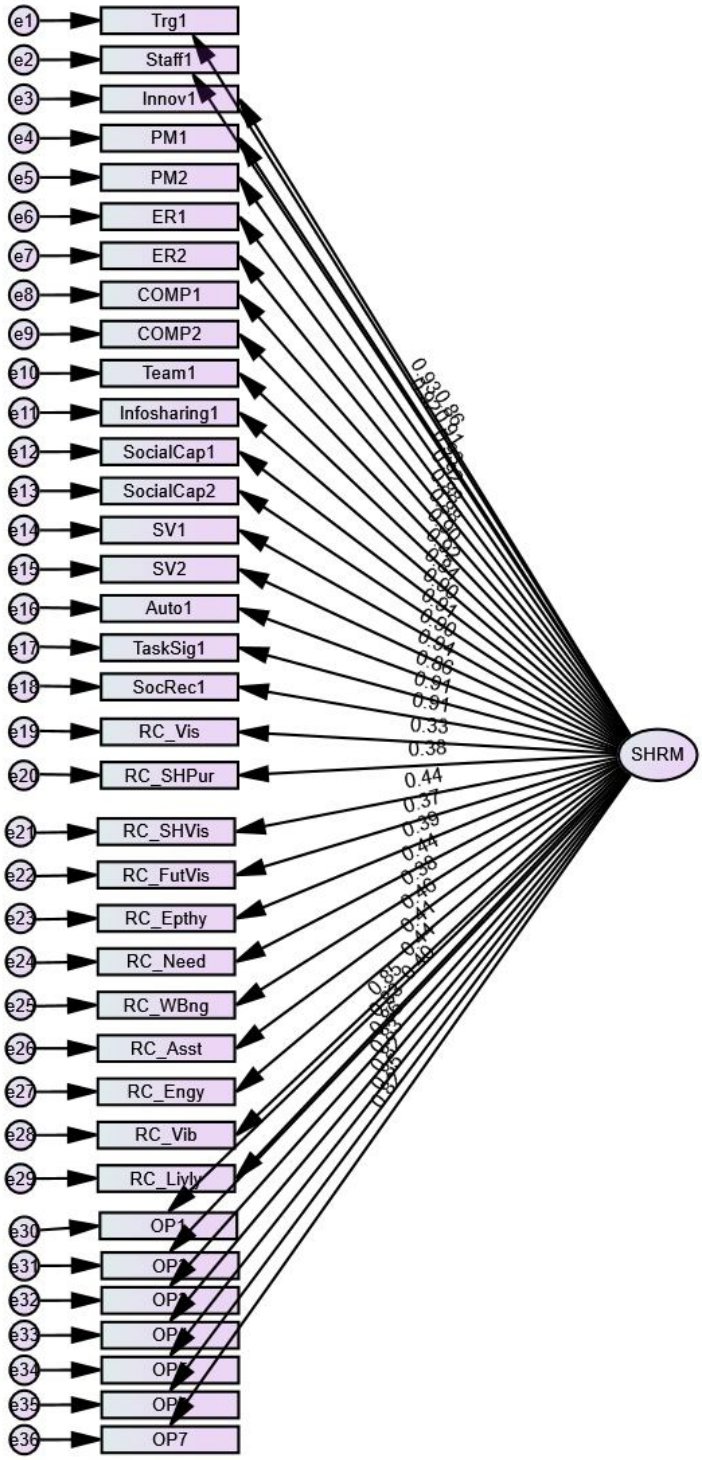

Figure 17 Confirmatory factor analysis- Single factor model

5.10 Goodness of fit indexes- Measurement model

Table 26 shows that when a model has "three factors" rather than one, the model fit is better. The acceptable ranges, according to Kline (2011), include "CFI" values more than 0.9, "$\chi 2/df$" values within 2.0 and 3.0, and "RMSEA" lower than 0.06. The findings show that the measurement model is multidimensional in nature due to the parameters of the three-factor model are $\chi 2_{(591)} = 1389.746$, $p < .001$, CFI= .952, $\chi 2/df = 2.352$, and RMSEA= .064.

Table 26 Result of Measurement model

Category	**Index**	**Acceptance Level**	**Reference**	**Model 1 (Single factor model)**	**Model 2 (Three factors model)**
1. Absolute Fit	df			594	591
	$\chi 2$	***p* > 0.05**	Joreskog & Surbom (1996)	5361.075	1389.746
	RMSEA	**< 0.08**	MacCallum et al (1996)	0.157	0.064
	GFI	**> 0.90**	Kline (2005)	0.336	0.805
	RMR	**< 0.05**	Diamantopoulos & Siguaw (2000)	0.229	0.039
2. Incremental Fit	AGFI	**> 0.90**	Tabachnick & Fidell (2007);	0.255	0.801
	CFI	**> 0.90**	West et al. (2012)	0.713	0.952
	TLI	**> 0.90**	Byrne, 1994	0.695	0.949

	NFI	> **0.90**	Byrne, 1994	0.689	0.919
3. Parsimonious Fit	$\chi 2/df$	< **3.0**	Tabachnick & Fidell (2007)	9.025	2.352

Notation: "CFI stands for comparative fit index", "df for degrees of freedom", "GFI for goodness of fit index", "$\chi 2$ for the Chi-square value", and "RMSEA for root mean square error of approximation".

The resulting "Goodness of Fit (GFI)" scores are 0.805, as opposed to the recommended value of above 0.90. However, the absolute fit values, "Root Mean Squared Residue" (RMR) and the "RMSEA" both fall below the 0.05 and 0.08 limits, respectively, which are been recommended (Hair et al., 2017). This indicates that the model successfully predicted the correlation. The figures for absolute fit value index "GFI" and incremental fit index, "AGFI" met the criteria because a value greater than 0.8 is acceptable (Baumgartner & Homburg, 1996), even though they do not go beyond 0.9 (the suitable value). In "confirmatory factor analysis", the 3-factor model thus displays a generally appropriate fit, proving that the recorded data fit well with the theoretical model.

The "confirmatory factor analysis", which kept the same three factors and thirty-six elements dispersed throughout a multifactorial framework. The findings, showed the SHRM's validation by proving the conceptual adequacy of the structure identified in the exploratory research with reasonable fit.

Final results indicated that "model 2 which is a 3-factor model"—performed better than "model which is a single factor model". Having statistically significant for the chi-square difference ($\chi 2_{(3)} = 3971.33$, $p < .001$) adds credence to the idea that "Model 2" is preferable to "Model 1". These results show that our model is multi-dimensional, consisting of 36 factors and 3 dimensions.

5.10.1 Evaluation of Measurement model

Since the measurement model offers the conceptual framework for

identifying latent variables, its evaluation is essential and necessitates further in-depth investigation into its "reliability" (Kang & Ahn, 2021).

For the measurement model, standardized estimations, significance values (*p*-values), and squared multiple correlations (SMC) are shown in table 27. The measurement model's SMC (R^2) acts as an anchor for the proportion of variation for each observed variable that may be attributed to latent variables.

Table 27 Estimates of loading

Latent variable	**Measurement Variable**	**Standardized values**	***p* value**	R^2 **values (SMC)**
SHRM	Trg1	0.936		0.876
	Staff1	0.929	< .001	0.863
	Innov1	0.866	< .001	0.751
	PM1	0.914	< .001	0.836
	PM2	0.930	< .001	0.866
	ER1	0.923	< .001	0.853
	ER2	0.883	< .001	0.780
	COMP1	0.891	< .001	0.793
	COMP2	0.906	< .001	0.820
	Team1	0.926	< .001	0.857
	Infosharing1	0.838	< .001	0.702
	SocialCap1	0.900	< .001	0.810
	SocialCap2	0.917	< .001	0.841
	SV1	0.906	< .001	0.820
	SV2	0.942	< .001	0.888
	Auto1	0.863	< .001	0.745
	TaskSig1	0.912	< .001	0.832
	SocRec1	0.920	< .001	0.846

Relational Climate	RC_Vis	0.770		0.593
	RC_SHPur	0.863	< .001	0.745
	RC_SHVis	0.815	< .001	0.664
	RC_FutVis	0.741	< .001	0.549
	RC_Epthy	0.830	< .001	0.688
	RC_Need	0.868	< .001	0.754
	RC_WBng	0.803	< .001	0.645
	RC_Asst	0.836	< .001	0.699
	RC_Engy	0.820	< .001	0.672
	RC_Vib	0.820	< .001	0.672
	RC_Livly	0.826	< .001	0.683
Organizational Performance	OP_1	0.961		0.924
	OP_2	0.927	< .001	0.859
	OP_3	0.933	< .001	0.871
	OP_4	0.906	< .001	0.821
	OP_5	0.937	< .001	0.879
	OP_6	0.964	< .001	0.930
	OP_7	0.918	< .001	0.843

Note: SMC= squared multiple correlation

According to Squared Multiple Correlations (SMC) the variance level (%) indicated by the predictors of the relevant factors is shown. With a lower value of 0.409 and a upper value of 0.818 in the SMC analysis (Byrne, 2016), it can be said that predictors generally describe each variable quite well.

5.11 Tests for reliability and validity

After validating the measurement model's good fit, the second phase comprised a detailed evaluation of the SEM model. Organizational performance, Relational Climate, and SHRM were all three constructs that underwent CFA analysis. The loadings, which varied from 0.7 to 0.9, were all determined to be

significant. The AVE (average extract variance) values ranged from 0.820 to.874 and the CR (composite reliability) values ranged from 0.95 to 0.98 (Table 28). These data meet the following requirements, as per Hair Jr et al. (2021) and Fornell and Larcker (1994): Both the "factors loadings" and "composite reliability" were greater than 0.6. The "extracted average variance" (AVE) was more than 0.5. The square of the multiple correlation coefficient was higher than 0.5. Since the other constructs met the criteria, each of the three dimensions demonstrated signs of convergent validity.

Table 28 Reliability, composite reliability and Average variance extracts

Name of Construct	**Indicators**	**Value of Factor Loading**	**Reliability Value: Cronbach Alpha**	**CR**	**AVE**
SHRM	Trg1	0.936	0.988	0.988	0.820
	Staff1	0.929			
	Innov1	0.866			
	PM1	0.914			
	PM2	0.930			
	ER1	0.923			
	ER2	0.883			
	COMP1	0.891			
	COMP2	0.906			
	Team1	0.926			
	Infosharing1	0.838			
	SocialCap1	0.900			
	SocialCap2	0.917			
	SV1	0.906			

	SV2	0.942			
	Auto1	0.863			
	TaskSig1	0.912			
	SocRec1	0.920			
Relational Climate	RC_Vis	0.770	0.956	0.956	0.869
	RC_SHPur	0.863			
	RC_SHVis	0.815			
	RC_FutVis	0.741			
	RC_Epthy	0.830			
	RC_Need	0.868			
	RC_WBng	0.803			
	RC_Asst	0.836			
	RC_Engy	0.820			
	RC_Vib	0.820			
	RC_Livly	0.826			
Organization Performance	OP_1	0.961	0.98	0.979	0.874
	OP_2	0.927			
	OP_3	0.933			
	OP_4	0.906			
	OP_5	0.937			
	OP_6	0.964			
	OP_7	0.918			

To demonstrate the constructs' 'discriminant validity', the "Fornell and Larcker criterion" was applied (Fornell & Larcker, 1994). The results exhibit that all of the 'AVE square root values' exceeded the constructs' correlation coefficients. As seen in the table below, this satisfies the model's criteria for 'discriminant validity'.

Table 29 "Fornell and Larcker criterion for discriminant validity"

	SHRM	Rel_Cli	Org_Perf
SHRM	**0.905**		
Rel_Cli	0.457	**0.932**	
Org_Perf	0.858	0.491	**0.934**

SHRM= Strategic Human Resource Management; Rel_Cli= Relational Climate; Org_Perf=Organizational Performance

5.12 Structural Model

The causal relationships and connections between latent variables are explained by the structural model. It also explains the error variations that the model does not account for. Setting up a good structural model is, of course, critical. The study hypothesis assumes that the variables have a causal link because of the one-way arrow in the path diagram in Figure 18.

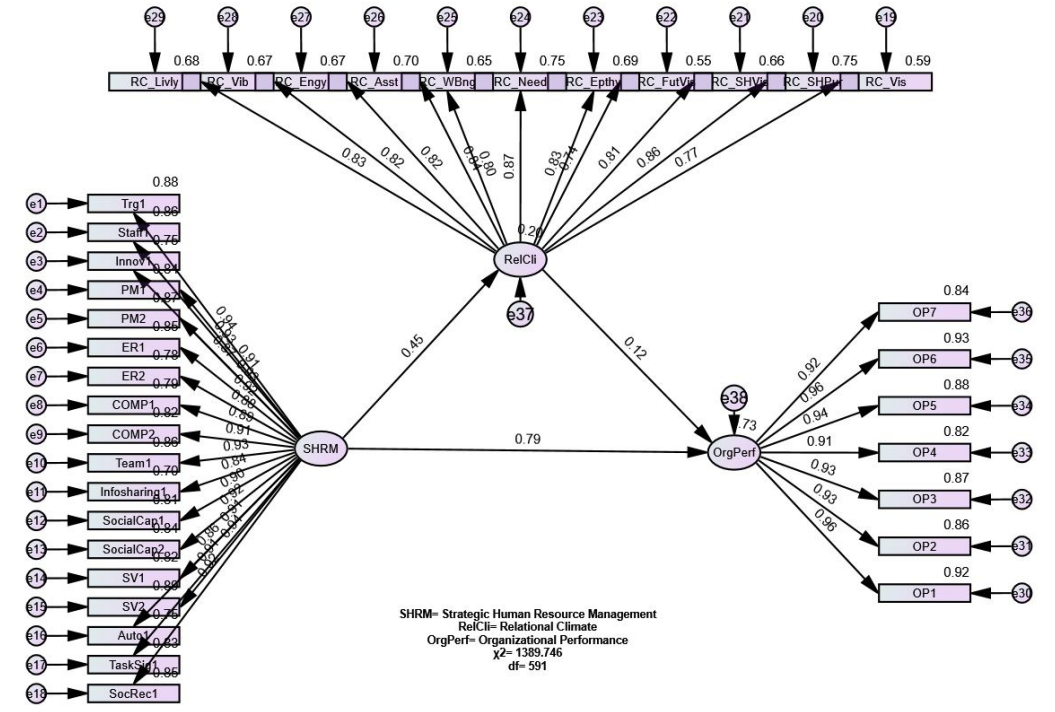

Figure 18 Default Structural Model

5.13 Goodness of Fit indexes -Structural Model

Using the structural model's chi square ($\chi 2$) value and using the same parameters as the measurement model, the general fit of the structural model can be evaluated. These measurements support the structural model's validity, but it's also important to assess how well the measurement model fits in general. The structural model fit becomes better when the measurement model's "goodness of fit" parameters approaches that of the structural model.

Table 30 Results of Structural Model

Category	**Index**	**Acceptance values**	**Reference**	**Structural model**
1. Absolute Fit	df			591
	$\chi 2$	***p* > 0.05**	Joreskog & Surbom (1996)	1389.746
	RMSEA	**< 0.08**	MacCallum et al (1996)	0.064
	GFI	**> 0.90**	Kline (2005)	0.805
	RMR	**< 0.05**	Diamantopoulos & Siguaw (2000)	0.039
2. Incremental Fit	AGFI	**> 0.90**	Tabachnick & Fidell (2007);	0.780
	CFI	**> 0.90**	West et al. (2012)	0.952
	TLI	**> 0.90**	Byrne, 1994	0.949
	NFI	**> 0.90**	Byrne, 1994	0.919
3. Parsimonious Fit	$\chi 2$/df	**< 3.0**	Tabachnick & Fidell (2007)	2.352

Notation: “CFI stands for comparative fit index”, “df for degrees of freedom”, “GFI for goodness of fit index”, “$\chi 2$ for the Chi-square value”, and “RMSEA for root mean square error of approximation”.

Table 31 Regression weights and structural model estimates

Endogenous variable	Exploratory variable	Standardized estimate	*p*-value
Relational Climate	SHRM	0.446	< 0.001
Organizational Performance	SHRM	0.792	< 0.001
Organizational Performance	Relational Climate	0.124	< 0.001

5.14 Competitive Fit of structural model

The examination of competing models is one of the unique features of SEM. These models are called as “Nested Models” (Hair et al., 2017). The first aim is to ensure that the model that is proposed outperforms alternative competing models while maintaining a satisfactory model fit. If this is not the case, an alternate theoretical model is approved. Models may be compared by comparing the “$\chi 2$ goodness of fit” values for each model as well as the variations in the incremental or parsimony fit indices (Hair et al., 2017).

5.14.1 Comparing Nested Model

Contrasting models of comparable complexity that reflect various theoretical relationships can be an effective way to evaluate alternate models. Nested models are one method whereby two models can be generated from one another by altering the relationships, such as by adding or eliminating pathways, if they contain a similar number of variables. These models are known as “Constrained direct path model”. In order to compare competing nested SEM models, a chi square difference statistic ($\Delta \chi 2$) is calculated.

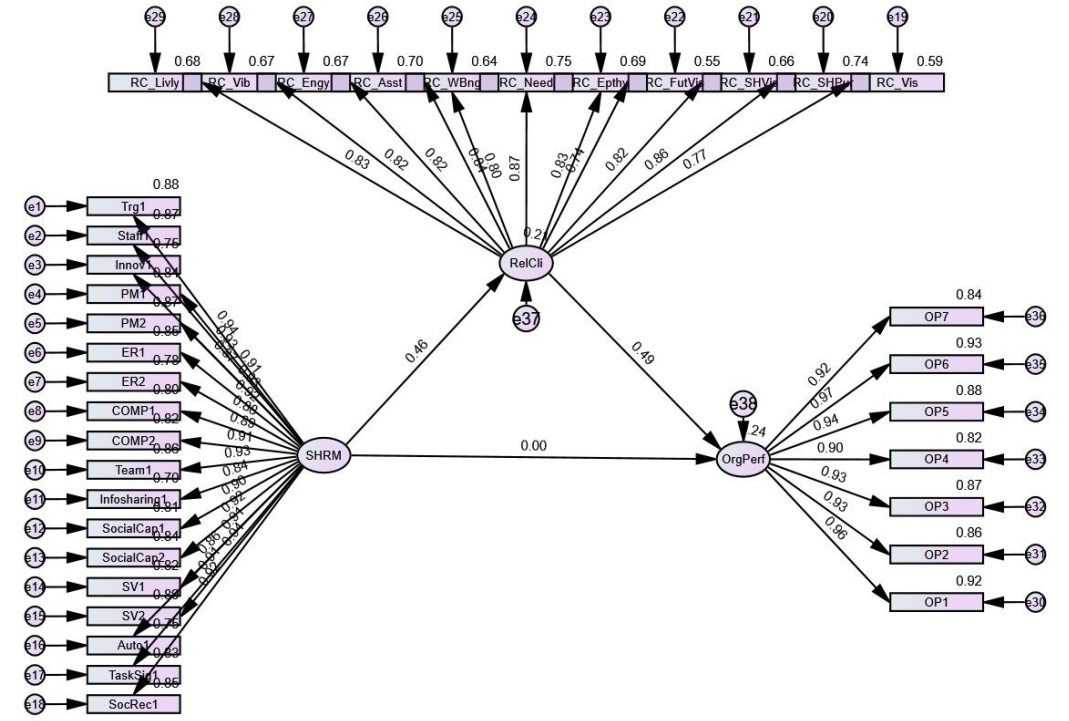

Figure 19 Constrained Direct Path model (Nested Model)

The "goodness of fit" parameters of default model and "Constrained direct path model" is given in Table 32.

Table 32 Comparison of competing nested SEM models

Category	**Index**	**Acceptance levels**	**Reference**	**Default Model**	**Constrained Direct Path Model**
1. Absolute Fit	df			591	592
	$\chi 2$	***p* > 0.05**	Joreskog & Surbom (1996)	1389.746	1708.000

	RMSEA	< **0.08**	MacCallum et al (1996)	0.064	0.076
	GFI	> **0.90**	Kline (2005)	0.805	0.785
	RMR	< **0.05**	Diamantopoulos & Siguaw (2000)	0.039	0.288
2. Incremental Fit	AGFI	> **0.90**	Tabachnick & Fidell (2007);	0.780	0.758
	CFI	> **0.90**	West et al. (2012)	0.952	0.933
	TLI	> **0.90**	Byrne, 1994	0.949	0.928
	NFI	> **0.90**	Byrne, 1994	0.919	0.901
3. Parsimonious Fit	$\chi 2$/df	< **3.0**	Tabachnick & Fidell (2007)	2.352	2.885

Notation: “CFI stands for comparative fit index”, “df for degrees of freedom”, “GFI for goodness of fit index”, “$\chi 2$ for the Chi-square value”, and “RMSEA for root mean square error of approximation”.

After evaluating and comparing the goodness of fit indices of the two models, it was concluded that the "Default model" had superior goodness of fit indices than the "Constrained Direct path model." As a result, the default model has been kept for further exploration and hypothesis testing.

5.15 Control Variables

As per Collier (2020), the implication of the demographic data was taken into consideration when evaluating the suggested model using control variables. Table 33 displays the results of adding demographic data to the structural model as the control variables in AMOS.

Table 33, illustrates that the "demographic factors" (i.e., age of participants, participants' gender, and job experience) are insignificant as they have *p*-values above 0.05 (Kline, 2011). This demonstrates that these variables are not weakening the link that the complete structural model predicts. As a result, the study does not include these elements.

Table 33 Results of Control variable analysis

			β	S.E.	C.R.	*p*
OrgPerf	<---	Gender	0.060	0.086	0.696	0.487
OrgPerf	<---	Age	0.001	0.016	0.077	0.938
OrgPerf	<---	Experience	0.004	0.018	0.236	0.814

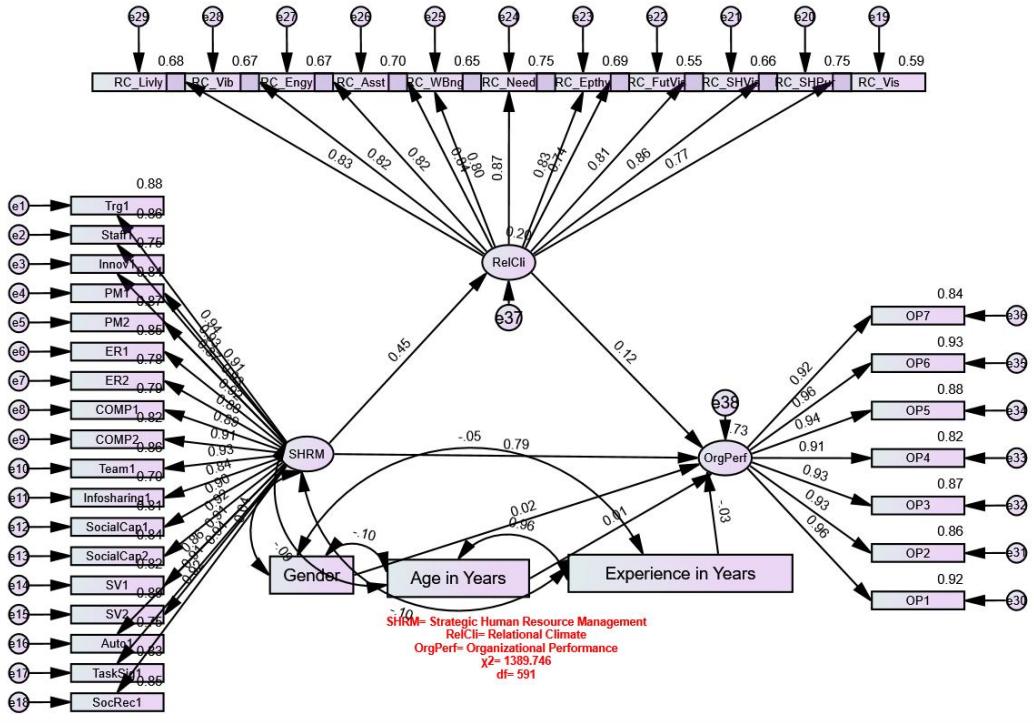

Figure 20 Control Variable

The results of the fit indices showed the model's robustness as it is satisfying “minimum value criteria” and its adaptability for hypothesis testing. The path model had been run and the data was imputed using AMOS 28.0. The capacity to add mediating elements is one of the main benefits of the path analysis model or SEM as compared to the conventional statistical model (Kang & Ahn, 2021). The mediating variables' “direct, indirect, and total effects” must be reported in mediation analysis. The path model is given in Figure 21.

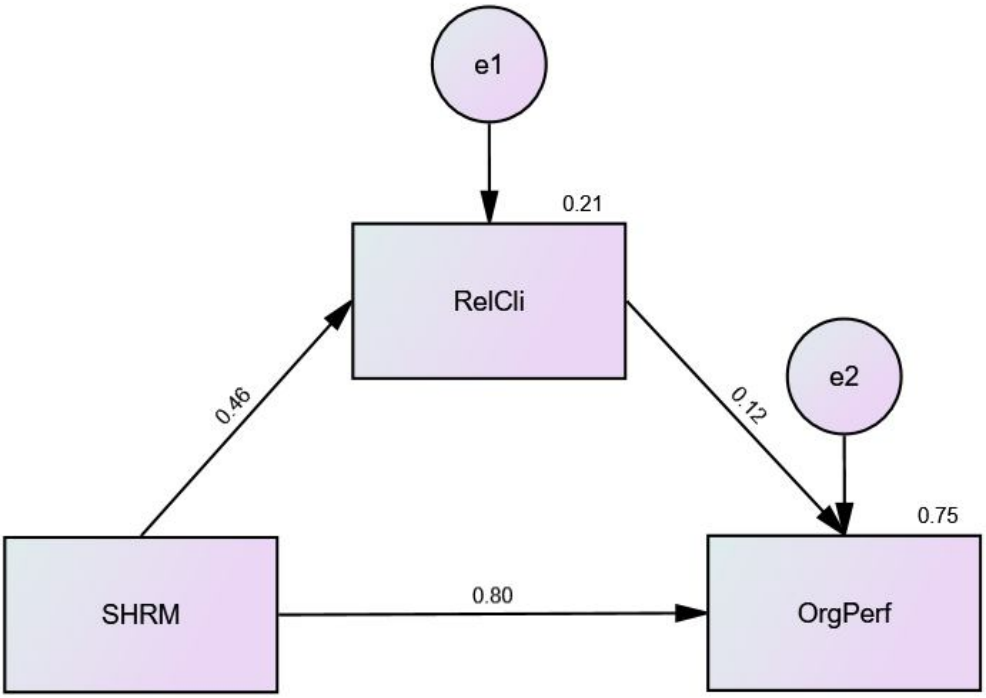

Figure 21 Path Model

5.16 Hypotheses testing

According to Hypothesis 1, SHRM affects organizational performance. This result reveals that SHRM is directly associated to organisational success, with a significant value (β=.80, p <.001). Table 34 illustrates the direct structural link

between SHRM and organizational success. Therefore, hypotheses 1 are supported.

SHRM has an effect on the relationship climate, according to Hypothesis 2. As indicated in table 34, the direct structural path resulting from SHRM and relational climate (β=.46, p< .001) is significant, indicating that relational climate is directly connected to SHRM. As a consequence, hypothesis 2 is validated.

Table 34 Hypothesis testing

Hypothesis	**β**	**S.E.**	**C.R.**	**p**	**Finding**
'H1: SHRM --> OrgPerf'	0.802	0.034	25.706	***	Supported
'H2: RelCli --> OrgPerf'	0.124	0.034	3.98	***	Supported

"SE= Standard error, CR=Critical Ratio, $\chi 2$=1389.746, Df=591, $\chi 2$/df= 2.352, CFI=.952, GFI=.805, RMSEA=.064"

In this study, organizational performance is the variable that is dependent (DV), relational climate is the variable that acts as a mediator (MV), and SHRM is the variable that is independent (IV). Following the bootstrap technique of mediation analysis (Hair et al., 2007) full mediation happens when all four of the following conditions are met: a) IV strongly predicts DV; b) IV significantly predicts MV; c) MV significantly predicts DV; and d) when a mediator is added to the IV-DV link, the overall influence is greatly decreased to non-significant. Only partial mediation takes place if the direct effect does not diminish from significant to non-significant. For the mediational analysis, the indirect impact must also be considerable.

5.16.1 Mediation Analysis

Baron and Kenny (1986) employed regression equations to evaluate the mediation technique in their first article on mediation analysis. Mediation, on the other hand, assumes that the three variables under consideration (independent, mediator, and dependent) have both causality and a temporal ordering. Since variables in a causal link may be both causes and effects, the traditional regression technique, which categorizes each variable *a priori* as a cause or an effect, is

inadequate for describing causal relationships (MacKinnon & Fairchild, 2009). An effective inference framework for mediation studies and other sorts of causal analysis is provided by structural equation modeling (SEM) (Byrne, 2016).

Using the SEM technique in mediation analysis offers various advantages. When a model incorporates latent variables, SEM makes it relatively easy to evaluate and estimate outcomes (Gunzler et al., 2013). Another significant advantage of SEM over traditional regression techniques is the fact that it provides model-fit information regarding the robustness of the predicted mediational model to the data and support for the validity of the causality assumptions established when creating the mediation model. Additionally, unlike conventional regression approaches, SEM facilitates the construction of accurate hypotheses by making it straightforward to extend to data within a single framework that matches the conceptual framework of the research (Gunzler et al., 2013).

Hence this research has employed a bootstrap method of mediation analysis using structural equation modelling (Alfons et al., 2022).

The relational climate mediates between SHRM and organisational performance, according to Hypothesis 3. The mediation study's goal was to assess the role that relationships played in mediating the association between organizational performance and SHRM. According to the findings (Table 35), there is a significant indirect effect of SHRM on organizational performance (H3: β =.057, p <.001).

The total effect of SHRM on OP was significant (β = .86, p <.001). The impact of SHRM on OP was remained significant when the relational climate mediation variable was taken into account (β =.80, p <.001). This demonstrates that the association between SHRM and organizational performance is partially mediated by the relational climate. As a result, hypothesis 3 was also supported.

Table 35 Mediation analysis results

	Direct Effect	Indirect Effect	Confidence Interval		*p* value	Conclusion
H3:SHRM-->RelCli->OrgPerf			Lower Limit	Upper Limit		
	0.802	0.057	0.025	0.102	0.000	Partial Mediation
	p <0.001					

The results showed the "total effect" of SHRM on OP was significant (β =.86, *p* <.001), while paths a (i.e., SHRM and relational climate) and b (i.e., relational climate on OP) were both significant with values (β =.46, *p* <.001) and (β =.12, *p* <.001). The "direct effect" (β = 0.80, *p* <.001) was also found significant when relational climate was introduced in the link between SHRM and OP. Furthermore, the bias-corrected 95% CI ranged from 0.025 to 0.102, excluding zero. "Relational climate" is therefore regarded as a mediator between SHRM-OP link.

Chapter 6
Discussion

This chapter discusses the key findings of this research as well as the theoretical and practical ramifications of those findings. The empirical results of the data from the previous chapter will be described in the following section, which will be followed by a discussion of the results of this study. The contributions and applications of the study, as well as some of its shortcomings, will next be discussed. Finally, few suggestions for possible future research directions are given.

6.1 Examining the Findings

The discussion of the study's findings is organized in accordance with the order in which the present thesis's research issues are answered.

6.1.1 Discussion on RQ1: Does SHRM influences the Organizational Performance (OP) in Oil and gas sector in India?

This study aimed to investigate the relationship between organizational success in the Indian oil and gas industry and employee perceptions of the SHRM. The results of Chapter 5 showed a significant, favorable relationship between the OP, which was determined by perceived financial and market performance, and the SHRM, which consisted of three HR bundles of HR practices, namely ability enhancing, motivation improving, and opportunity creating HR practices. The effect size of SHRM on organisational performance is 1.712, which is a reasonably significant effect size. Thus, when used in the Indian oil and gas industry, the SHRM has significant and favorable implications on organizational performance. This study shows that a greater acceptance of the SHRM in this sector might lead to a change in the attitudes and actions of workers. These outcomes are consistent with the logic of the AMO model. The SHRM is intended to enhance employee skills, motivation, and chances that are difficult for others to duplicate, all of which

lead to improved performance and a competitive edge for the organization, according to Wright, Gardner, and Moynihan (2003) and Zhang and Morris (2014). The study's results support the idea that SHRM fosters a happier and more inspired workforce, which enhances organizational performance (Shin & Konrad, 2017). By using a number of procedures that develop and reproduce the AMO model, the business will be able to improve employee outcomes (White and Bryson, 2018). The findings demonstrated how SHRM, as used in this study through the AMO model, significantly impacted employees by motivating them and giving them opportunities to take part in decision-making within their organizations. Thus, the results of this study provide credence to claims made by Jiang et al. (2013) and other investigations that SHRM's impacts may be seen in a variety of labor markets and cultural contexts around the world and are not just restricted to the private sector or Western countries.

The findings of the present research disproved numerous statements in the scientific literature that HRM practices in India were only "loosely associated with each other," as claimed by Muduli (2014) and demonstrated a significant relationship between the SHRM and organizational performance. If these mechanisms were stronger and more reliable, the findings and outcomes would not have been so significantly associated. The findings also showed that some of the detrimental effects on social culture addressed in the literature in the context of India (Kundu et al., 2019)—such as large power distance—might be overstated. The performance of an organization shows a significant positive association with the SHRM, demonstrating that staff commitment to these practices tends to be favorable and is additionally related to their decisions, which reflect satisfaction with work, passion, and trust in their organizations, creating an environment conducive to motivation within these organizations.

6.1.2 Discussion on RQ2: Does SHRM influence Relational Climate (RC) in 'Oil and gas sector' in India?

This research question was focused on the association between the social environment and employees' impressions of the SHRM. The findings of the present research demonstrated a significant, positive association between SHRM and the relational climate. The beneficial effect of SHRM on the relational climate of relationships is considered to have a modest effect. 0.20. Thus, when implemented in petroleum sector especially oil and gas organizations in India, the SHRM has a modest but beneficial impact on the relational climate. These results imply that expanding the use of SHRM could enhance the relationship climate in the petroleum and natural gas industry. Additionally, the findings agree with other studies that were mostly undertaken in Western and Far Eastern contexts (Heaphy et al., 2018). The present study's findings thus support Bowen and Ostroff's (2004) claim that the SHRM affects the relational climate because it acts as a signaling system, informing employees about the SHRM system and what the organization expects, encourages, and rewards for achieving organizational performance. When SHRM develops employee capacities, inspires them, and offers them opportunities, employee performance will be enhanced by encouraging the development of desired positive behaviors (Wright & Ulrich, 2017). These behaviours will in turn foster positive commitment to the relational climate, which will eventually enhance the performance of the organisation (Boyatzis & Rochford, 2020). Consequently, the SHRM has a favorable effect on the climate of relationships. There hasn't been much research done on the link between relational climate and the SHRM. As a consequence, the present study advances the body of knowledge in this field and advances efforts by the academic community to create a relational climate theory.

Through the findings of this study, SHRM is found to be significant of its function in fostering a relational climate in the oil and gas industry for the Indian context. Therefore, in this service industry, a strong relational climate surely improves prospects for employees to perform better and contribute to

organizational performance. Managers and decision-makers are encouraged to continue investing in SHRM by these results. The SEM study shows a significant and positive relation between SHRM and relational climate, which is essential to the performance of any service organization and where open lines of communication between management and employees are crucial to attaining this success.

6.1.3 Discussion on RQ3: Does Relational Climate influence the relationship between SHRM and Organizational Performance in 'Oil and gas Sector' in India?

The implications of relational climate between the SHRM and organizational performance were the subject of this research inquiry. As previously noted, relational climate significantly and favourably correlated with both organizational performance and the SHRM. The results showed that there is a partly mediating role for relational climate between SHRM and organisational success (Hair et al., 2018). The causal connection between relational climate and organizational performance was positively and considerably influenced by this relationship, according to the structural model's overall indirect effect results (path coefficient = 0.057). Additionally, it was discovered that the direct path was considerable and positive (path coefficient = 0.802). These results highlight the significance of this variable's mediation function in the relationship between organizational performance and SHRM. They also suggest that when the SHRM enhances employees' capacities, inspires, and empowers them to perform, their general productivity will be enhanced through the development of desirable positive behaviours, which, in turn, will foster positive convictions about the relational climate that will eventually improve the profitability of the business (Podolsky & Hackett, 2021). These results are in line with Bowen and Ostroff's (2004) thesis as well as the justification for social exchange theory. Additionally, these results are consistent with the claim made by numerous studies that in order to fully grasp the mechanism underlying this link, it is necessary to look at the

mediation mechanisms of the more closely connected variables (Mansour et al., 2021).

Through a knowledge of the process behind the connection between SHRM and the performance of organizations, this research question aims to crack open the "black box." As previously mentioned, consideration was also given to the mediator function of the relationship climate. The findings indicated that this relational climate plays a crucial role in the relationship between SHRM and “organizational performance”. These finding urges manager to support SHRM, which this study has shown is crucial for improving both the relational climate and organizational performance. A crucial 'black box' breakthrough has been made with this outcome. Examining the relationship between SHRM and performance has highlighted how critical this system is to improving the organizational performance and interpersonal climate of Indian oil and gas sector organizations.

Chapter 7

Conclusions and Recommendations

The objective of this research was to investigate how relationships influenced the link between the performance of organizations and SHRM. The scales used for measurement have been adapted for each of the variables using the relevant literature. The validity and reliability of the tools utilized in the current investigation were also examined through analysis of the “measurement model”. This study contributes to the body of knowledge concerning relational climate, which is still in its infancy, by concentrating on relational climate grounded in social reliance among employees.

With values of 0.450 and 0.12, respectively, the findings demonstrate a positive and significant correlation between SHRM and “relational climate”, and between relational climate and OP (organizational performance) as well. Additionally, current research (Kline, 1998) finds that the path's t-value is larger than 1.96. The research showed a strong link between relational atmosphere and SHRM. As a result, hypothesis 2 was validated. The outcomes also demonstrated a considerable improvement in organizational performance through relational climate. Furthermore, it has been demonstrated that relational climate functions as a partial mediator between organizational performance and SHRM. Since the indicated correlation was focused on organizational outcomes, the study's findings provide a significant contribution to the field of relational research. The main contribution of this study is the operationalization of the relational climate at work. At the item and “first-order factor levels”, this study offered empirical proof of the validity of “convergent, discriminant validity and reliability”.

In spite of the fact that the theoretical model was adapted from the Western paradigm that is largely unconnected to Indian culture, this study aims to add to the body of recent literature by investigating the links between relational climate and

organizational performance. The findings of this study showed that, in spite of cultural differences, relational climate theories are still applicable in the Indian region. Future studies might compare diverse civilizations in order to develop a tenable theory.

7.1 Theoretical Significance

While developing the theoretical contribution, this research followed the 'originality' and 'utility' framework for theoretical contribution (Corley & Gioia, 2011). The framework implies that the research must alert for previously unforeseen research possibilities in the underpinning theory. So, the theoretical contribution should not just follow empirical research but also envisage future conceptual realms that will require further investigation.

The aim of this research sought to determine whether SHRM has an impact on organizational performance. The study contributes to our understanding of the "black box," or the mechanism by which SHRM perceptions affect organizational performance. This study examined that whether relational climate affects the relationship between SHRM and organizational performance. The findings of this investigation, in general, add to those of earlier studies but with a different mechanism and path to address the unanswered question and provided evidence of a distinct link: "the relational climate". Thus, the results of the investigation contribute to the body of literature in identifying a new path through which SHRM effects OP.

First this study contributes to SHRM literature by underpinning the theory of causal attribution in SHRM processes. Based on the messages received from management through various HR practices, a two-step process gets activated at employee end, 'reception' and 'yielding' (McGuire, 1972). While the 'reception' involves decoding of the messages, and comprehending its content; 'yielding' involves agreeing to the content and storing it in memory. So, for a message to have its desired effect, both reception and yielding are critical. After reception and yielding, employees make a perception of the messages sent by management

through collective sense-making process. Employees then extrapolate cause-and-effect correlations from these perceptions to determine precisely which actions are intended, essential, desired, and rewarded. The causal attribution theory has proven significant in explaining message-based influence and in identifying critical characteristics that will enable messages to be received and perceived consistently among employees (Fiske & Taylor, 1991). So, to have a desired effect; SHRM system should be strong (Fiske, 1992). Situational strength theory (Bowen & Ostroff, 2004) explains that a SHRM system, which is set of HR practices, can be assumed as strong, if it is high in distinctiveness (that enable it to stand out in the surroundings, generating curiosity and attention), consistency (demonstrate consistency between what HR practices claim they're going to do and what they actually do), and consensus (internal alignment among the HR practices). Thus, a strong SHRM system creates a strong situation, and strong situation creates a strong climate which results in organizational effectiveness and performance.

Second, by experimentally assessing SHRM's impact on company performance across contexts, this study contributes to the body of SHRM literature. Investigation exploring the link between SHRM and performance of organizations in emerging economies has received a lot of attention (Song et al., 2020). Additionally, relatively little research has been done in the oil and gas industry, which has led to a dearth of empirical studies in this field (Theophilus et al., 2017b). The research in the oil and gas industry becomes more relevant as a result of the challenges posed by the energy transition, which is resulting in new business models, new technologies, new job positions, and new challenges in the HR system. As a result, knowing SHRM in the current environment is critical. By relying on the AMO framework as its foundation, this study has added to the body of SHRM literature and advanced the "Configuration theory" by illustrating the considerable impact that particular set of HR policies has on the effectiveness of a firm.

Third, the present research has contributed to the field of literature by introducing a micro-level perspective to include individual opinions of the SHRM

and explore the mediating role of the relational climate on the relationship between the SHRM and performance. SHRM literature has repeatedly been criticized for adopting a macro-level approach and neglecting employee voices (Takeuchi et al., 2021). According to some experts, the employee-based approach is the best viewpoint for examining the "black box" (Murashkin & Tyrväinen, 2019).

Fourth, the current research has contributed to the existing body of scholarship in this field by employing the multi-stakeholder strategy, which highlights the implementation of non-financial metrics to assess the performance of organizations, rather than the “shareholder approach”, which places more emphasis on the acceptance of financial indicators (Singh et al., 2018). Because it stresses immediate outcomes and ignores a strategic perspective that places more importance on key benefit metrics, such as quality, stakeholder happiness, and value-added, the “shareholder approach” has come under a lot of critique (Hewett & Shantz, 2021). Scholars believe that financial performance metrics are overvalued relative to other non-financial indicators, which hinders understanding of the relationship that exists between SHRM and company performance (Darwish et al., 2017). In keeping with the literature emphasizing the necessity to engage these kinds of stakeholders, the study's findings provide a more comprehensive viewpoint on the inclusion of several close stakeholder groups, such as Managers and Executives (Castro et al., 2020). Thus, accepting this viewpoint presents an avenue for more research in this field.

Fifth, this study grounded its argument on an interactional element (e.g., relational climate), unlike other studies that attempted to decode the "black box" of SHRM and performance through structural elements like human capital, rules, policies and regulations. The current study thus contributes to the corpus of SHRM research by examining the mediating effect of relational climate on the association among SHRM and performance and providing evidence for “social exchange theory”. Only modest progress has been made in theory on the links that mediate the relationship between HRM and performance (Podolsky & Hackett, 2021).

Aside from the human capital link and the commitment link, which are the two acknowledged relationships between SHRM and performance (Soltis et al., 2023), this research has established a relational aspect link. This research suggest that the relational climate acts as a conduit of social capital (Decoster et al., 2021). Employees use cues from the social context, such as HR procedures, policies and rules, which improves the climate in their interpersonal relationships and helps them understand and analyze circumstances. The employees then engage in a process of collaborative sensemaking to develop attributions about their organizations (Myer et al., 2016). For example, they can determine whether human resource practices and policies are more driven by a sincere desire to care for employees or by a desire to improve the organization's financial performance.

Finally, this research has contributed to the body of knowledge on relational climate by expanding “relational models' theory” proposed by Fiske (1992) to understand the character of interactions among employees. Peer-to-peer network topologies, which have proved effective in business research, were already used in earlier studies (Siddique et al., 2019). In this study, a more extensive, substantial, and in-depth theoretical framework of relational climate has been applied, which is based on Fiske's relational models’ theory. In the present research, I primarily contend that employees may develop peer relationships using a "communal sharing model", wherein membership in the same community guides behavior among the members, resulting in social reliance among employees and shared purpose, trust, care, assistance, and knowledge sharing assisting them to cooperate to achieve organizational performance.

7.2 Managerial significance

An important subject in organizational study has been and probably will be the value of relationships in organizations. Practitioners need to be educated to a metric that gauges how workers see relationships inside an organization if they are to achieve organizational success. In this study, the relational climate metric in the Indian oil and gas sector received its first actual empirical investigation. According

to this study, creating a relational climate based on a shared objective, compassion, and the energy that results from relationships aids in creating a positive climate of relationships. Consequently, managers need to foster these interpersonal environments leading to positive relational climate throughout the company.

Managers need to be cognizant of the fact that HR policies, procedures, and systems are created at the senior management level (intended SHRM), put into practice by middle and junior management (actual SHRM), and finally perceived by employees (perceptual SHRM). Therefore, there will either be a perception gap (actual-perception) or an implementation gap (intended-actual) (Koutiva et al., 2014). Therefore, in order to close these gaps, managers must create an organizational atmosphere based on a common vision, empathy, compassion and interpersonal energy. Strong HRM systems encourage improved and uniform employee perception and their responses, which strengthens the climate of the organization. To perform successfully in social circumstances and give correct credit for HR practices, an employee requires precise and straightforward understanding. So that employees can comprehend the relationship between their intended behavior and organizational success, management must create and implement a strong SHRM system that has the important elements of originality, consistency, and consensus.

This study will be very helpful to practitioners since it shows how important it is for managers to understand the SHRM in accordance with both content theory and process theory. The content theory states that the AMO framework, where HR practices are improving employees' skills, raising their motivation, and giving them opportunities to perform successfully, should be used to construct the SHRM. According to the process theory, they should create a strong climate by articulating these practices and intended results in a clear, consistent manner through consensus among employees in order to allow a strong climate for performance. They should create a solid relational climate based on a shared objective, empathy, and relational energy, based on the theory behind the relational model. The attribution theory and

social exchange theory, which contend that if workers have a favourable opinion of the HR system, they will reciprocate with favourable attitudes and behaviours that will increase organisational performance, are powerful theories that managers need to be aware of.

7.3 Limitations of current research and suggestion for future studies

Given that relational climate is likely to both impact and be impacted by an identical variable, the cross-sectional form of this study limits the assertions made about theoretical links and causal direction hypotheses. Longitudinal study may be chosen in the future. Future research may also lead to relationship climate becoming a multidimensional construct. The future studies may compare the differential impacts in private versus public sector undertaking to enhance the generalizability of theory.

7.4 Recommendations

1. Managers must create and implement an effective SHRM system based on originality, uniformity, and agreement. (Bowen & Ostroff, 2004)
2. Managers must create a relational culture within the company based on a common goal, empathy, and relational vitality. This closes both the implementation (intended-actual) and perception (actual-perception) gaps.
3. Managers need to have access to analytics that show how workers view relationships inside a particular organization.
4. Managers should be knowledgeable about the SHRM based on both content theory and process theory
5. Managers should build the SHRM on the AMO framework, where HR practices strengthen employees' talents, boost their motivation, and provide them with opportunities to perform well
6. Managers should establish a strong climate by expressing these practices and desired results in a clear, consistent manner through consensus with employees. This will create a strong climate for performance also.

7. Managers must be aware of the strength of the "theory of social exchange" and the "theory of attribution", which contend that if employees have a favorable opinion of the HR system, they will reciprocate with favorable attitudes and behaviors that will enhance organizational performance.

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Appendix A1

A1.1 Demographic Data

Designation: _____

Total work experience (in completed years): _____

Years with the current Company: _____

Gender: _____

Educational Background

SI No	Qualification
1	Graduation
2	Post graduation Post graduation
3	Doctorate
4	Others

Age

SI No	Age (In years)
1	Less than 25
2	26 - 30
3	31 - 35
4	36 - 40
5	40 and above

A1.2 Independent variable (SHRM) Scale: (adapted from Lepak and Snell 2002)

Please see the following Strategic HRM practices employed in your organization and assess the availability of such HR practices in your organization

1 Strongly disagree
2 Disagree
3 Don't know
4 Agree
5 Strongly agree

Ability-improving HR practices	**Scale Item**
Extensive training	"Employee training has enabled them to acquire a range of abilities."
Rigorous staffing	"A thorough process of hiring and selecting, including tests, collaborative tasks, and interviews, secured the choice of the correct candidate."
Innovation Culture	"Developing an innovation culture benefited from recognizing and supporting innovation champions."

Motivation enhancing HR practices	**Scale items**
Performance-based appraisal	"Employee performance improved as a result of developmental feedback"
	"Performance feedback on a routine basis has improved employee's performance"
Employee relations	"A trustworthy relationship between management and employee enhanced employee relations"
	"A high level of trust and openness among employees improved motivation in the employees".
Remuneration	'Variable pay component in compensation motivated employees for high performance'
	'Offering competitive salaries to the employees enhanced motivation of the employee'.

Opportunity creating HR practices	**Scale items**
"Self-managed teams"	"Jobs design which facilitated working in groups/ teams enhanced performance of employees"
"Knowledge utilization and information sharing"	"Employee's opportunity to perform improved if he/she knew well the organizational level objectives and strategy".
Social capital	"Employees interact and exchange ideas with people from different areas of the organization".
	"Employees partner with customers, suppliers, alliance partners, etc., to develop solutions."
Social Value	"Job rotation to the employees improved learning and growth"
	"Assigning challenging projects/responsibilities has enhanced motivation of the employees"
Autonomy	"Employee's involvement in decision making enhanced employee opportunity to perform"
Task Significance	"Employees understand that they are contributing for national development"
Social Recognition	"Organization has reward programmes"

A1.3 Intervening variable (Relational Climate) Scale: (adapted from Boyatzis and Rochford, 2020)

Keeping in view the Shared Vision, Compassion and Relational energy in your organisation, please indicate your response in the scale of 1 to 5 were

1 Strongly disagree
2 Somewhat disagree
3 Don't Know
4 Somewhat agree
5 Strongly agree

	Scale Item
Relational Climate	"My organization's daily work aligns with our vision"
	"My organization's purpose is clear"
	"Members of my organization have a shared purpose"
	"My organization's actions are guided by a shared vision"
	"Members of my organization have similar visions of the organization's future"
	"Members of my organization are empathetic toward each other."
	"People in my organization notice when others are in need"
	"Members of my organization care about each other's well-being"
	"When someone in my organization is in need, my organization takes action to assist them"
	"The relationships in my organization are a source of energy".
	"The atmosphere in my organization is vibrant"

A1.4 Dependent Variable (Organizational Performance) Scale:(adapted from Green and Medlin, 2001)

Please evaluate your organization compared to industry averages for the last 3 years with respect to organization's image and reputation in public, product and service quality, efficiency of customer expectancy, and customer satisfaction

1 Strongly disagree
2 Disagree
3 Don't know
4 Agree
5 Strongly agree

Organizational Performance	**Scale items**
Organizational Performance	"Company image and reputation in public"
	"Degree of product and service quality"
	"Degree of customer satisfaction"
	"Average sales volume growth over the past three years"
	"Average profit over the past three years"
	"Average market share growth over the past three years"
	"Average return on investment over the past three years"

Appendix A.2

A2.1 Rasch Model- SHRM

Model Fit

	Person Reliability	MADaQ3	p
scale	0.965	0.0924	< .001

Note. MADaQ3 stands for "Mean of Absolute Values of Centered Q_3 Statistics" and "Ho" stands for "The Data Fit the Rasch Model."

Q3 Correlation Matrix

	Trg1	Staff1	Innov1	PM1	PM2	ER1	ER2	COMP1	COMP2	Team1	Infosharing1	SocialCap1	SocialCap2	SV1	SV2	Auto1	TaskSig1	SocRec1
Trg1	—																	
Staff1	-0.076	—																
Innov1	0.049	-0.147	—															
PM1	-0.097	-0.106	-0.188	—														
PM2	-0.018	0.197	-0.026	-0.116	—													
ER1	0.005	-0.031	-0.120	0.006	-0.065	—												
ER2	0.011	-0.191	-0.121	-0.015	-0.129	-0.166	—											
COMP1	-0.020	0.104	-0.225	0.144	-0.162	-0.061	0.026	—										

Model Fit

	Person Reliability								MADaQ3		p					
COMP2	-0.036	0.014	-0.013	0.135	-0.049	0.080	-0.098	-0.027	—							
Team1	-0.179	0.194	-0.092	-0.072	0.238	-0.075	-0.099	-0.193	-0.075	—						
Infosharing1	-0.150	-0.212	0.264	-0.189	-0.079	-0.072	0.115	-0.219	-0.160	-0.098	—					
SocialCap1	-0.007	0.102	-0.195	-0.092	0.130	-0.137	0.268	-0.142	-0.051	0.111	-0.062	—				
SocialCap2	0.061	-0.184	-0.088	0.099	-0.119	0.051	-0.001	0.020	-0.164	-0.024	-0.073	-0.145	—			
SV1	-0.014	-0.091	0.394	-0.198	-0.110	-0.025	-0.096	-0.202	-0.048	0.011	0.208	-0.017	-0.167	—		
SV2	0.183	0.134	-0.138	-0.091	0.151	-0.108	-0.147	-0.079	-0.075	0.151	-0.197	0.040	0.008	-0.003	—	
Auto1	-0.055	0.111	-0.122	0.013	-0.146	-0.095	-0.048	0.271	0.014	-0.078	-0.218	-0.231	-0.086	-0.197	-0.049	—
TaskSig1	0.011	-0.055	-0.084	0.010	-0.047	0.160	-0.063	-0.020	-0.065	-0.112	-0.145	-0.120	0.050	-0.160	-0.020	-0.037
SocRec1	-0.018	-0.206	-0.126	0.024	-0.062	0.164	-0.087	-0.048	-0.078	0.014	-0.074	-0.106	0.173	-0.057	0.025	-0.120

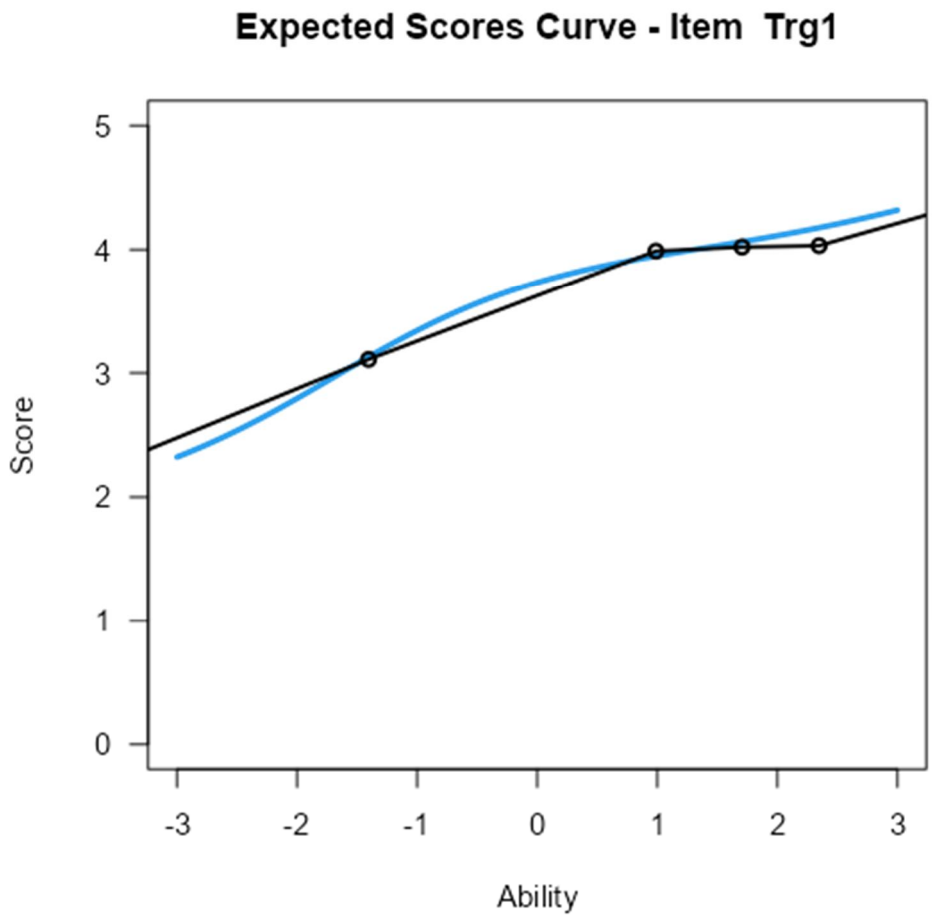
Item Statistics

	Item Proportion	Measure	Standard Error Measure	Value of Infit	Outfit
Trg1	0.63	-49.093	0.475	0.683	1.170
Staff1	0.78	-5.832	0.361	0.634	0.482
Innov1	0.85	-2.146	0.261	0.632	1.023
PM1	0.65	-1.142	0.206	0.643	1.078
PM2	0.66	3.696	0.206	0.581	0.782
ER1	0.84	-51.785	0.335	1.101	1.389
ER2	0.63	-5.511	0.335	0.651	0.607
COMP1	0.60	-1.764	0.256	0.917	1.287
COMP2	0.65	-0.924	0.202	0.587	1.345
Team1	0.62	3.685	0.207	0.638	0.399
Infosharing1	0.81	-47.638	0.647	0.815	0.896
SocialCap1	0.66	-5.248	0.337	0.678	0.419
SocialCap2	0.62	-2.870	0.259	1.043	0.587
SV1	0.64	-0.502	0.189	0.919	1.367
SV2	0.62	3.035	0.189	0.970	0.641
Auto1	0.61	-51.765	0.566	0.652	1.398
TaskSig1	0.88	-5.702	0.352	0.822	0.783
SocRec1	0.66	-2.183	0.259	0.763	0.572

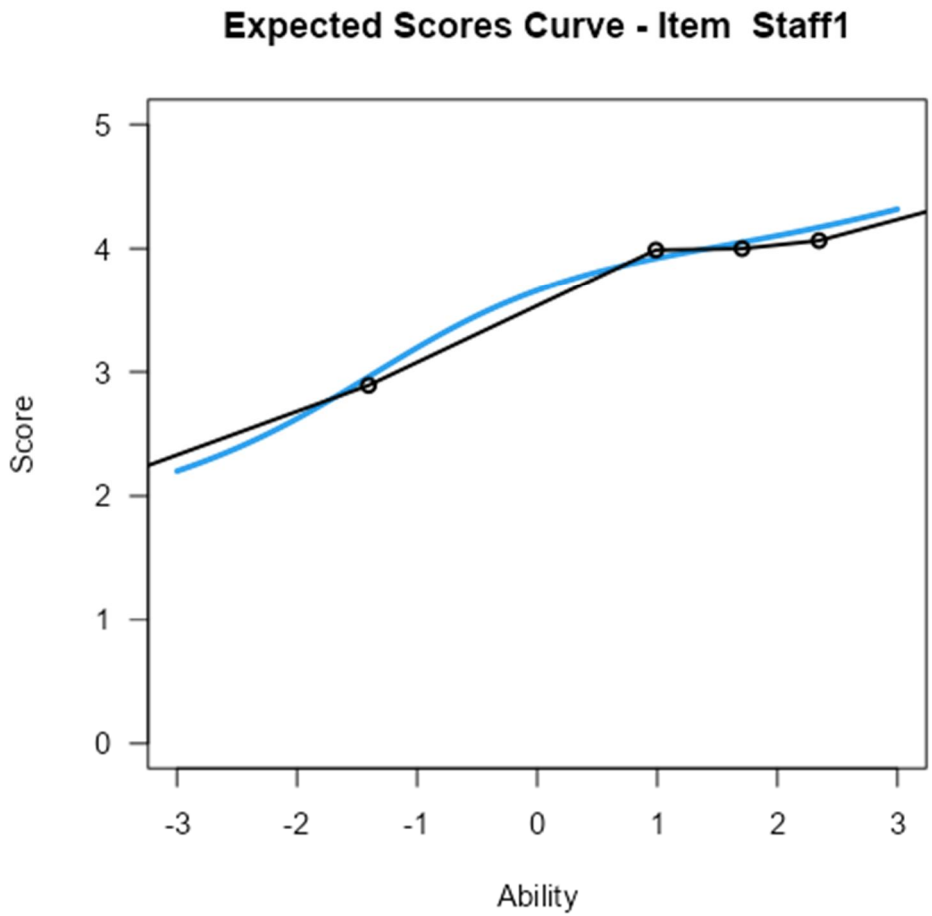
Note: Outfit is an outlier-sensitive averages square estimate, whereas Infit is an information-weighted average square estimate.

Expected Score Curve

Trg1



Staff1


Expected Scores Curve - Item Staff1
Score
Ability
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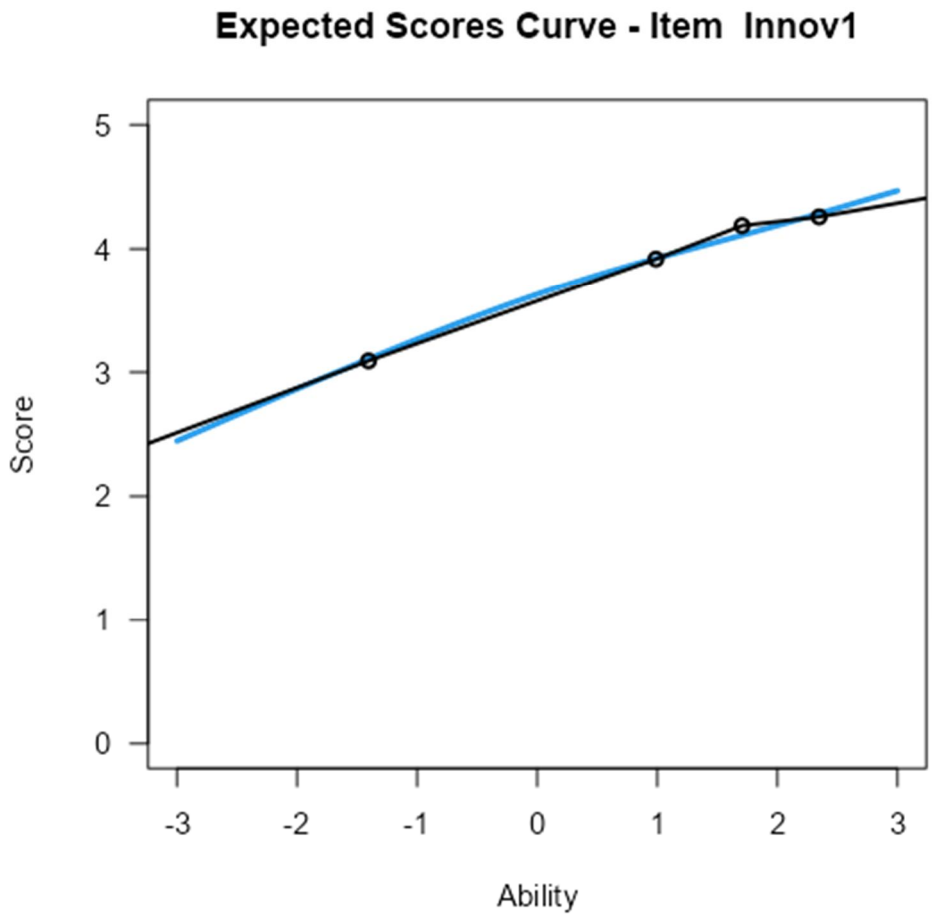
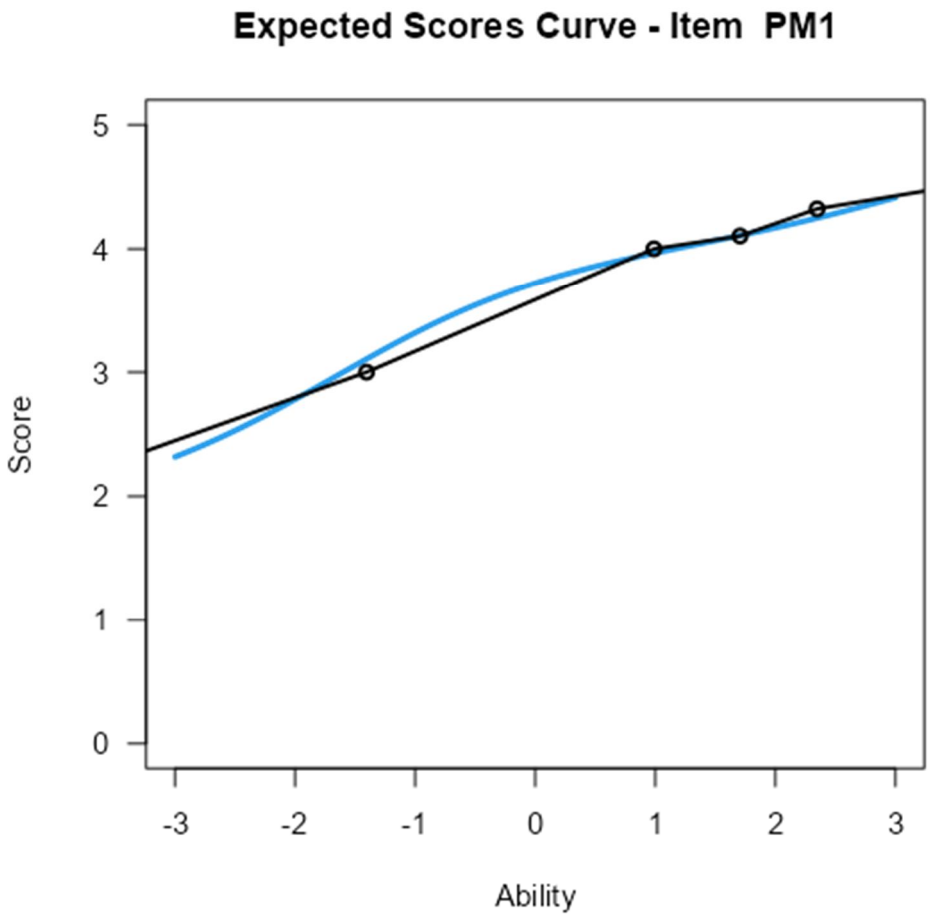
1
2
3
4
5
-3
-2
-1
0
1
2
3

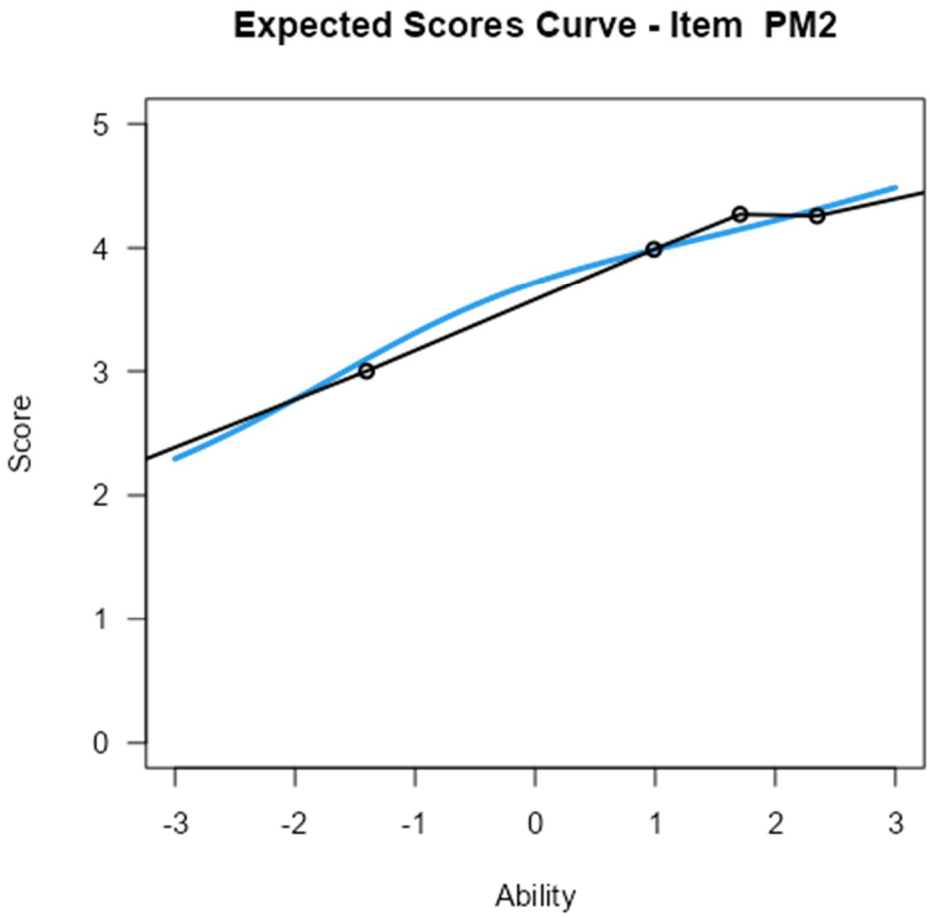
Innov1


Expected Scores Curve - Item Innov1
Score
Ability
0
1
2
3
4
5
-3
-2
-1
0
1
2
3

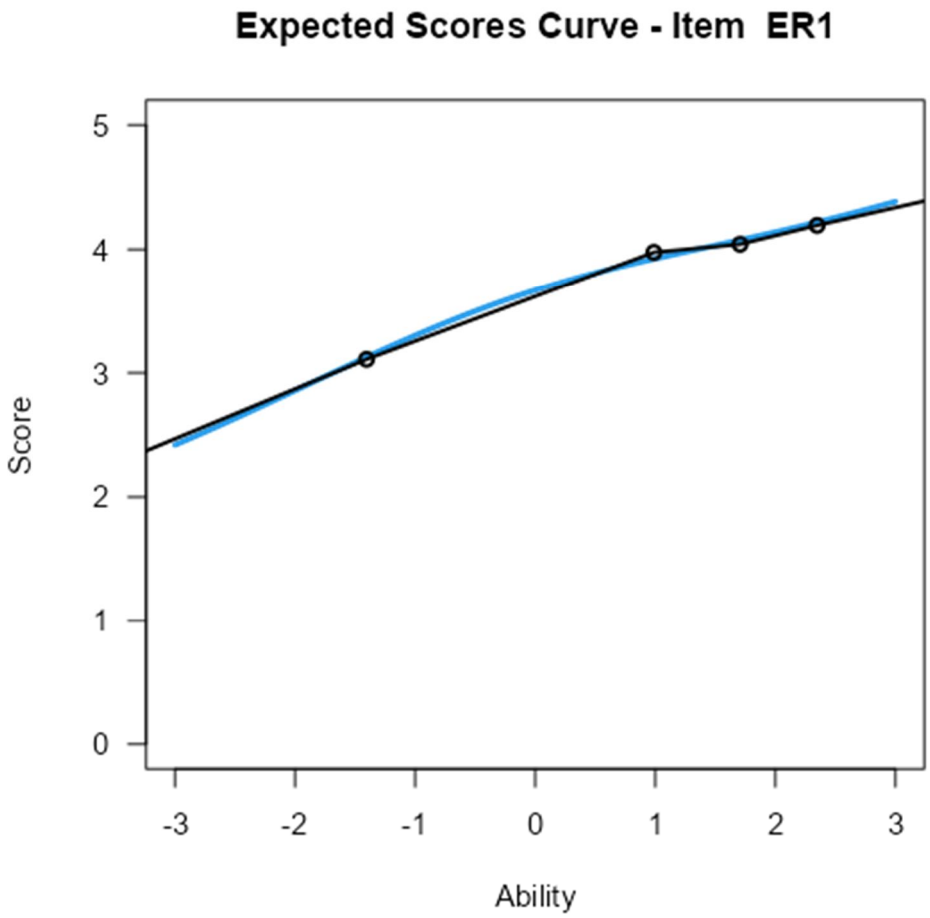
PM1


Expected Scores Curve - Item PM1
Score
Ability
0
1
2
3
4
5
-3
-2
-1
0
1
2
3

PM2


Expected Scores Curve - Item PM2
Score
Ability
0
1
2
3
4
5
-3
-2
-1
0
1
2
3

ER1


Expected Scores Curve - Item ER1
Score
Ability
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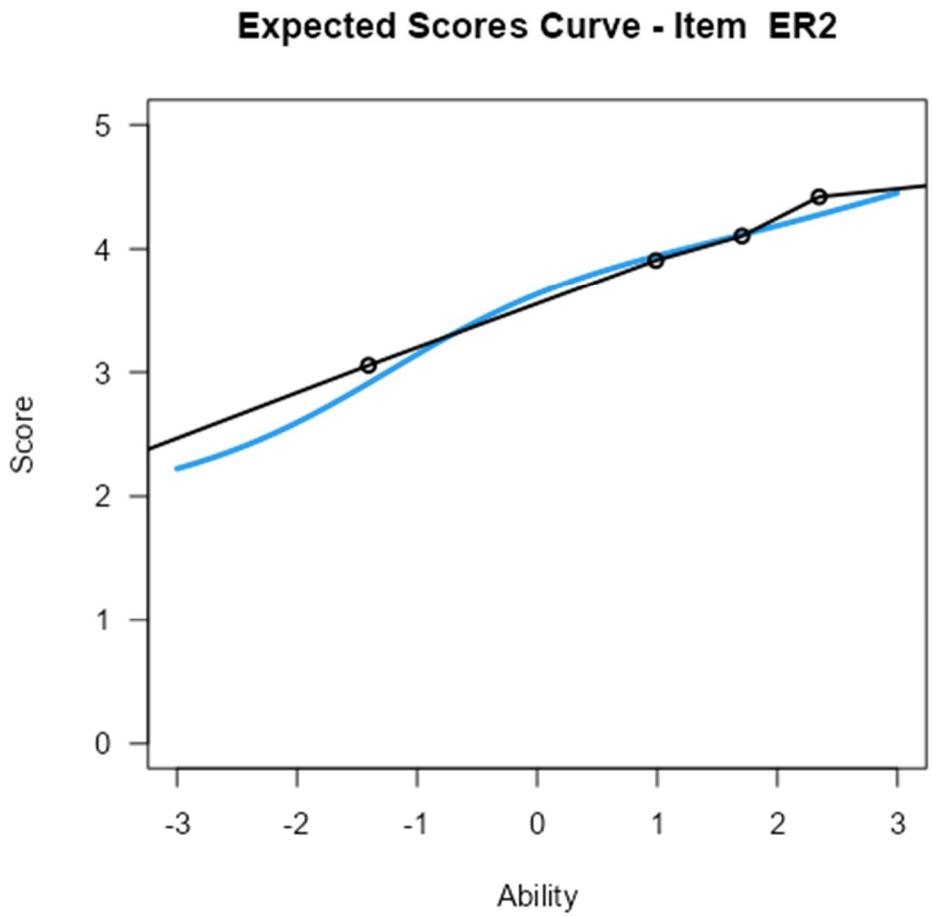
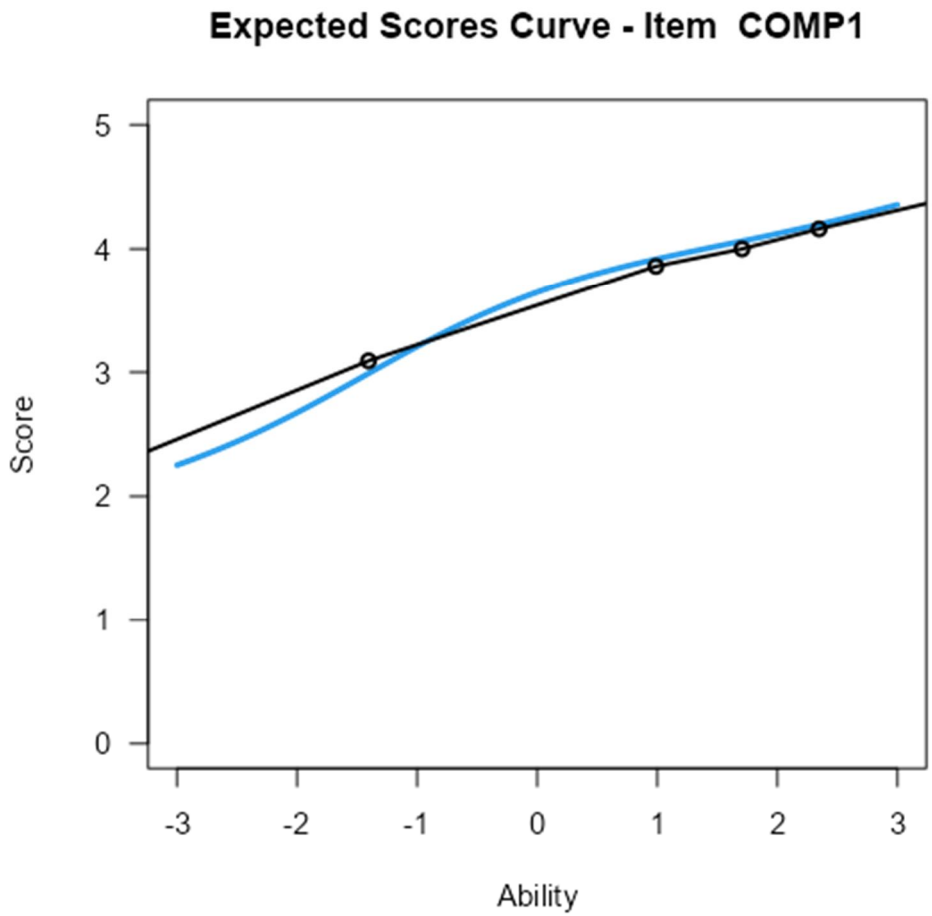
1
2
3
4
5
-3
-2
-1
0
1
2
3

ER2


Expected Scores Curve - Item ER2
Score
Ability
0
1
2
3
4
5
-3
-2
-1
0
1
2
3

COMP1


Expected Scores Curve - Item COMP1
Score
Ability
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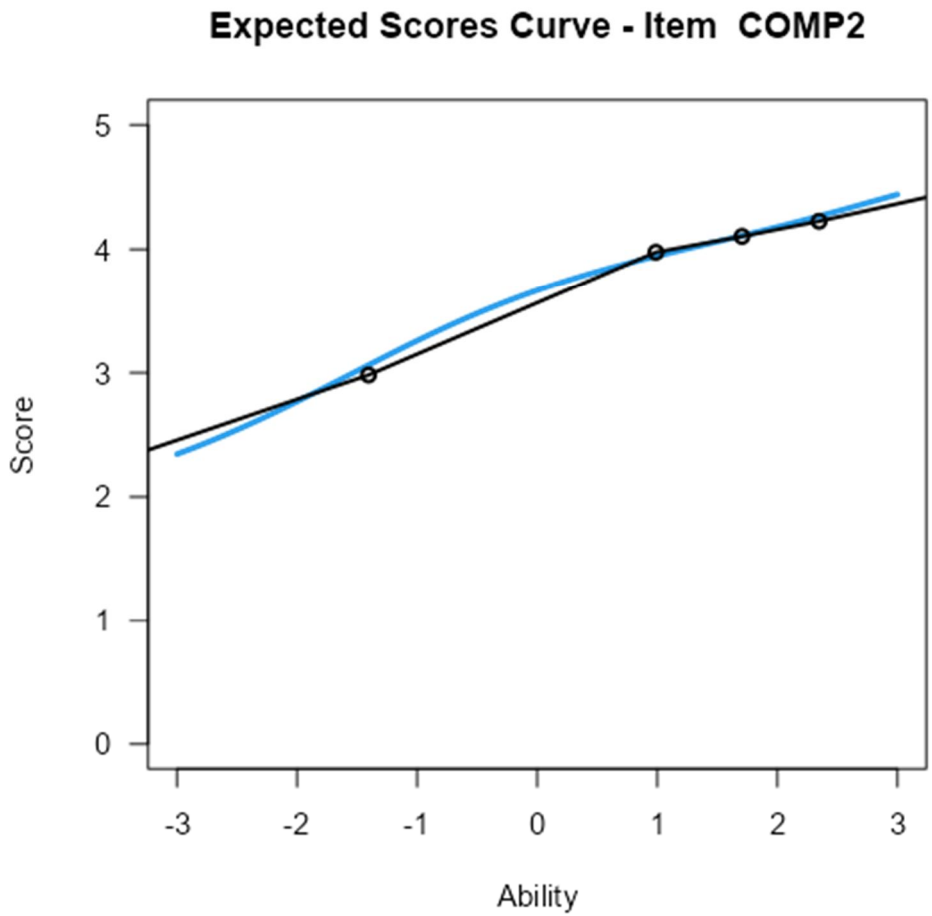
1
2
3
4
5
-3
-2
-1
0
1
2
3

COMP2


Expected Scores Curve - Item COMP2
Score
Ability
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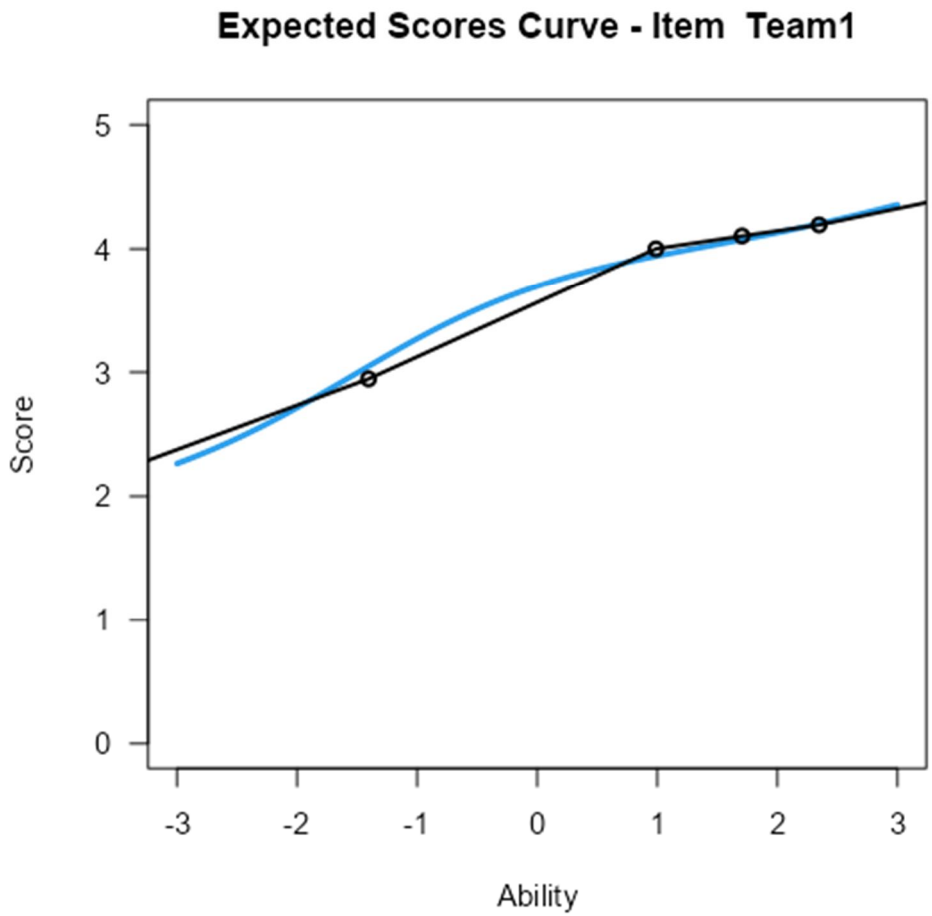
1
2
3
4
5
-3
-2
-1
0
1
2
3

Team1


Expected Scores Curve - Item Team1
Score
Ability
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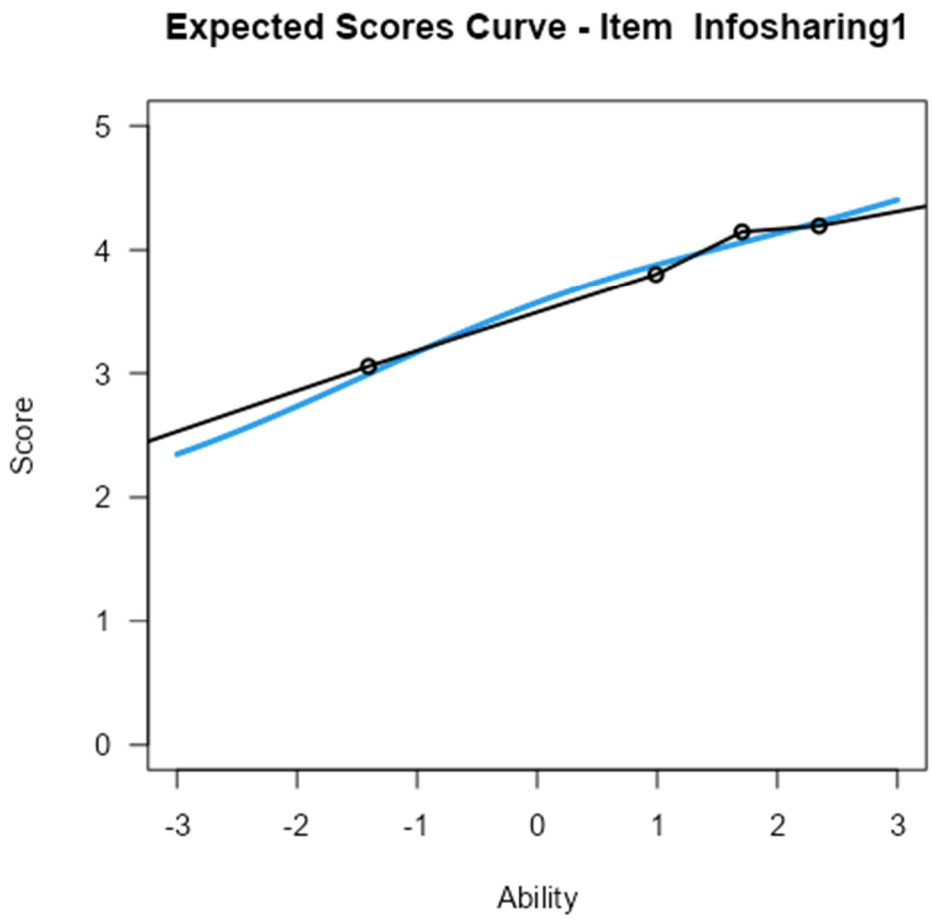
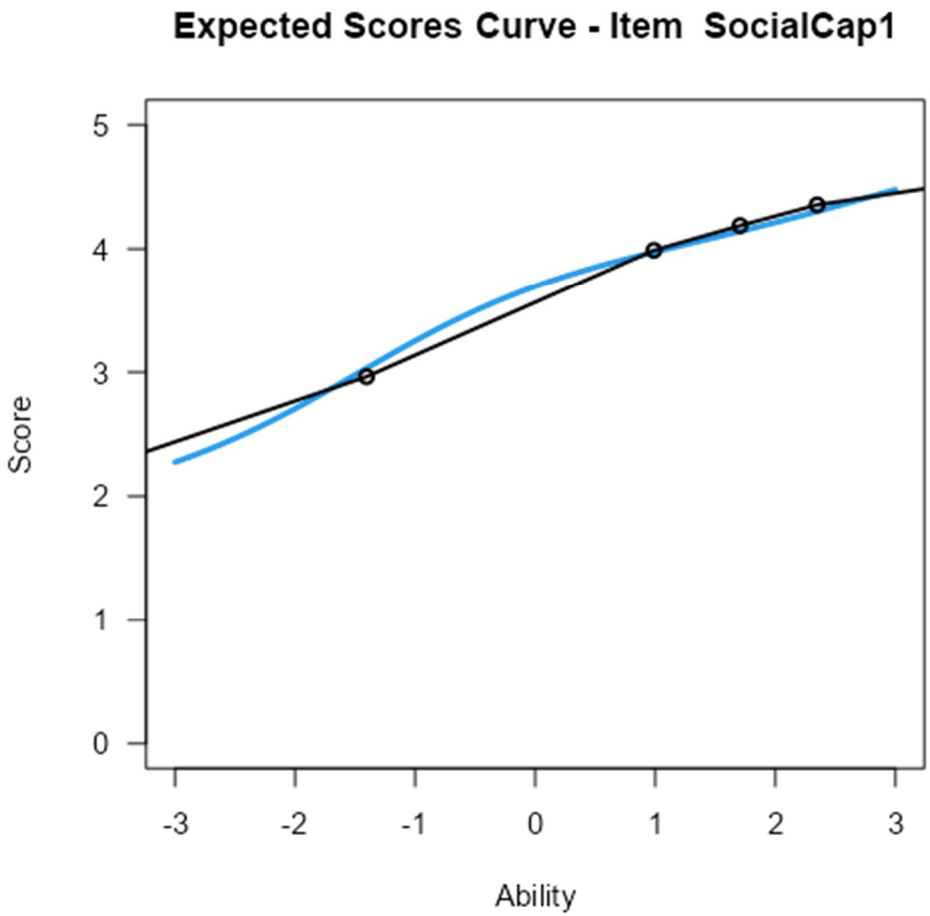
1
2
3
4
5
-3
-2
-1
0
1
2
3

Infosharing1



SocialCap1


Expected Scores Curve - Item SocialCap1
Score
Ability
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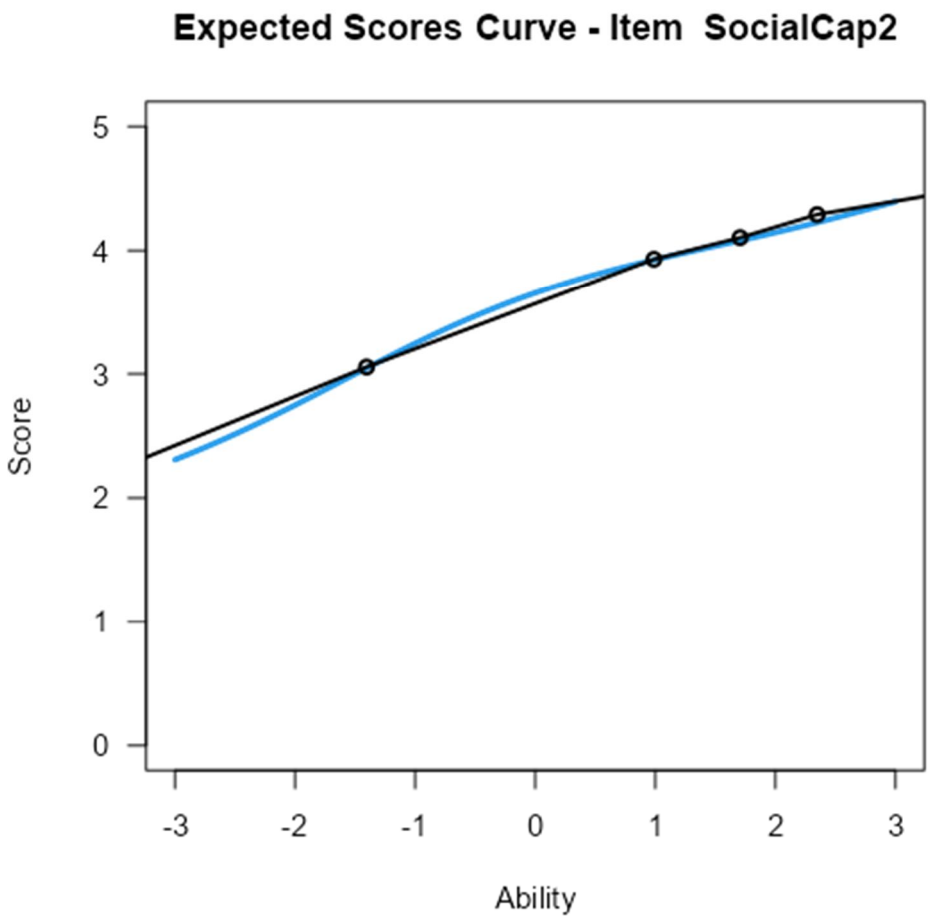
1
2
3
4
5
-3
-2
-1
0
1
2
3

SocialCap2


Expected Scores Curve - Item SocialCap2
Score
Ability
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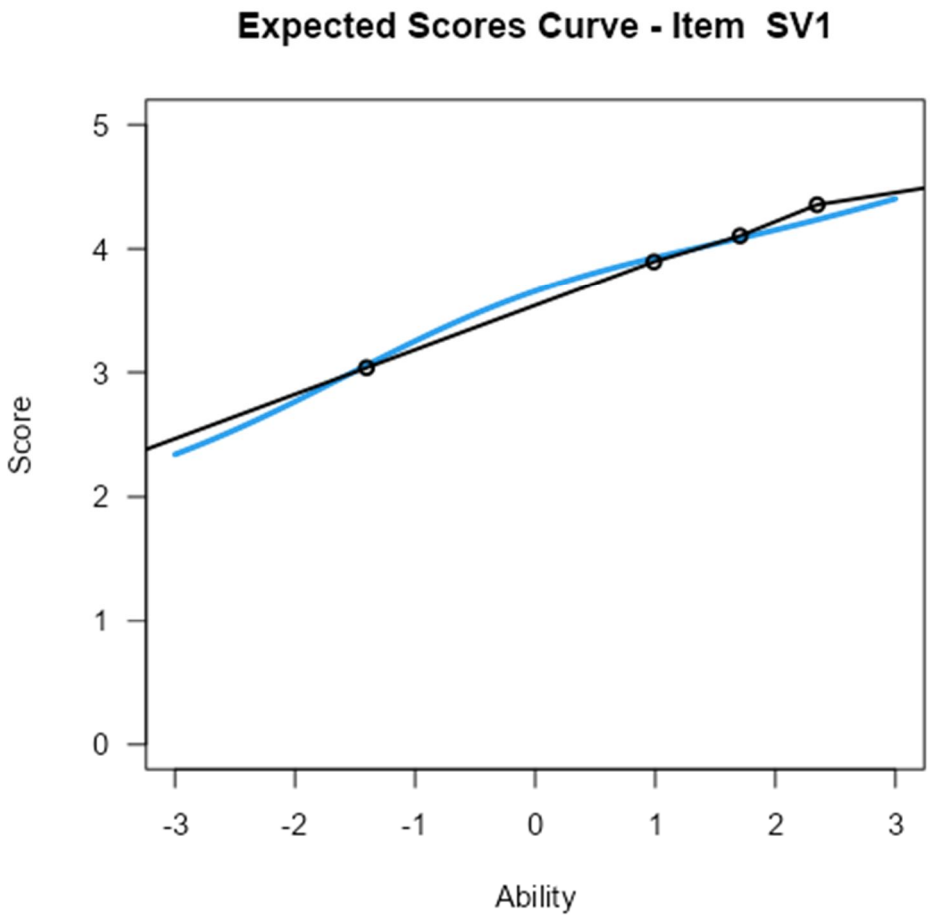
2
3
4
5
-3
-2
-1
0
1
2
3


Expected Scores Curve - Item SV1
Score
Ability
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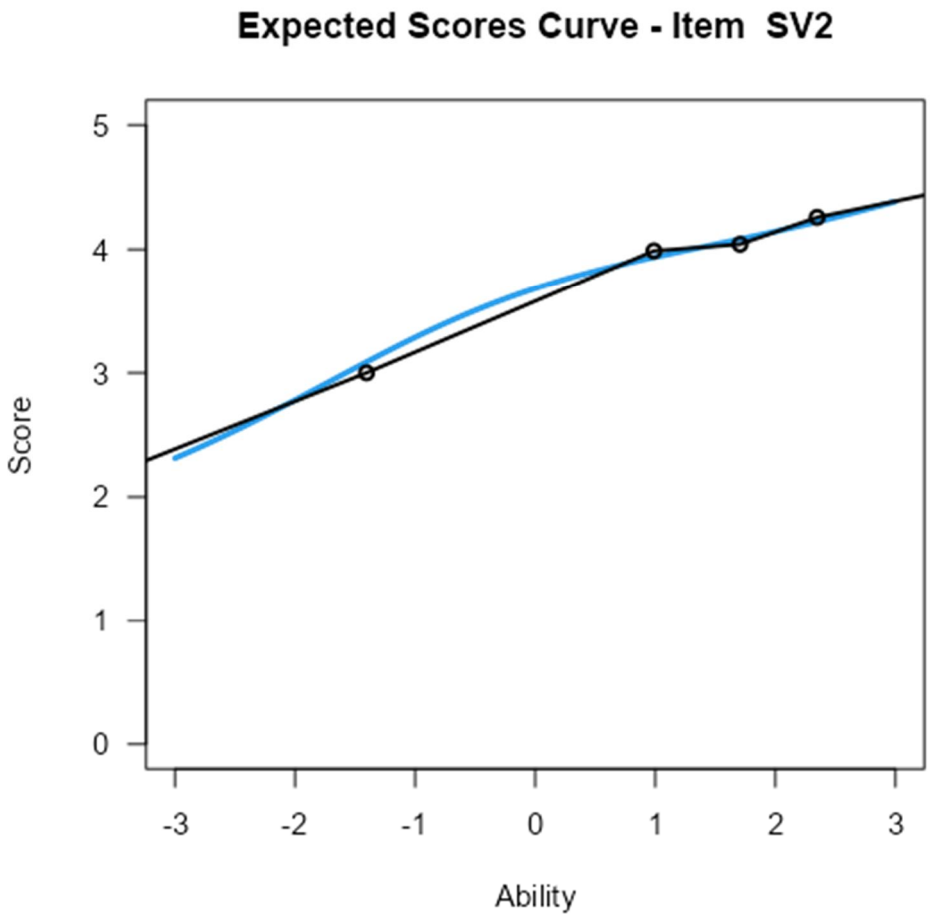
1
2
3
4
5
-3
-2
-1
0
1
2
3

SV2


Expected Scores Curve - Item SV2
Score
Ability
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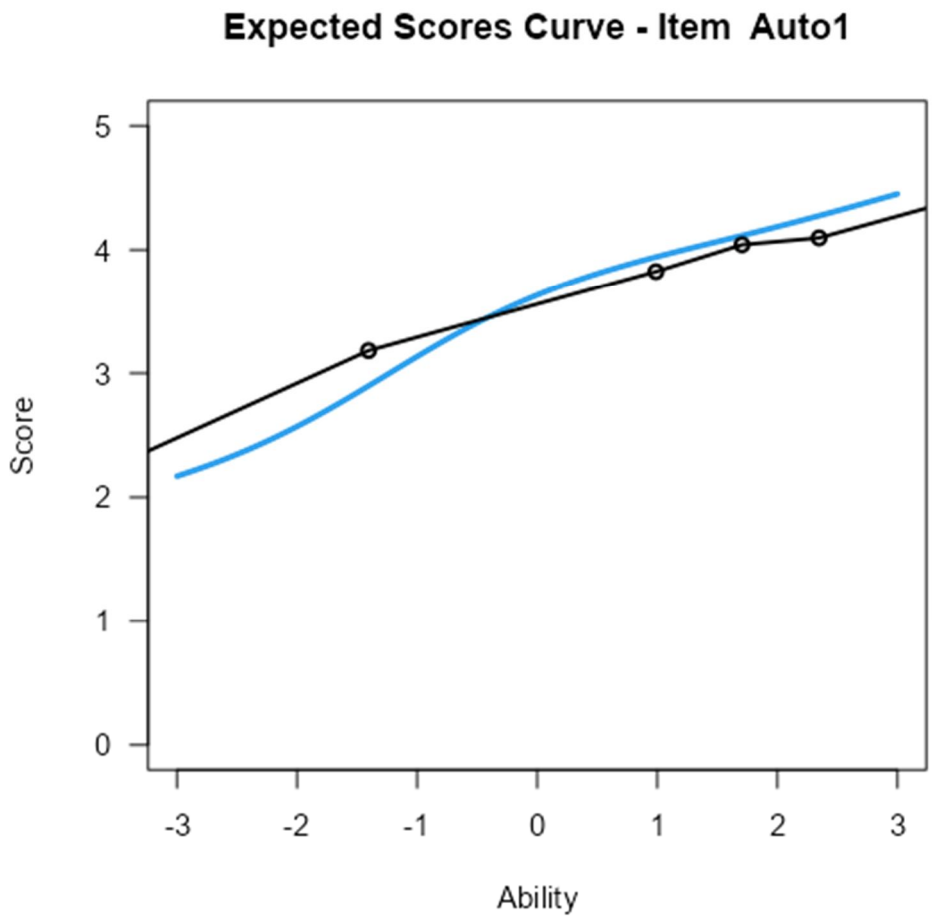
2
3
4
5
-3
-2
-1
0
1
2
3

Auto1


Expected Scores Curve - Item Auto1
Score
Ability
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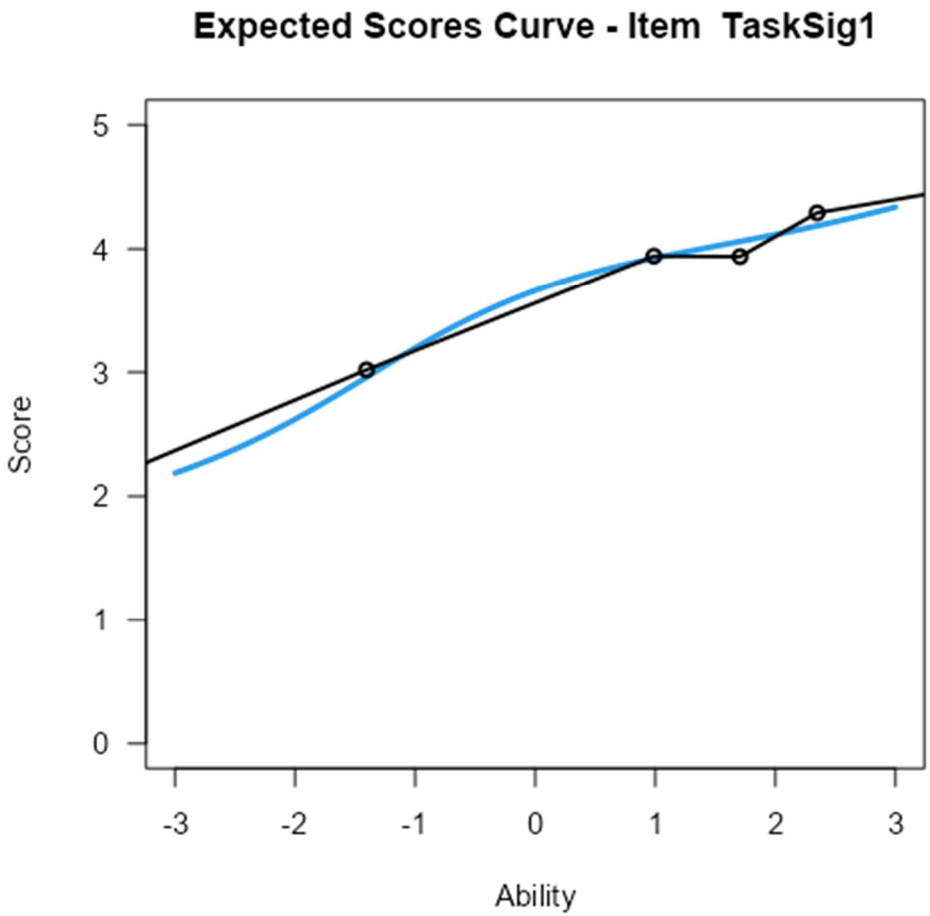
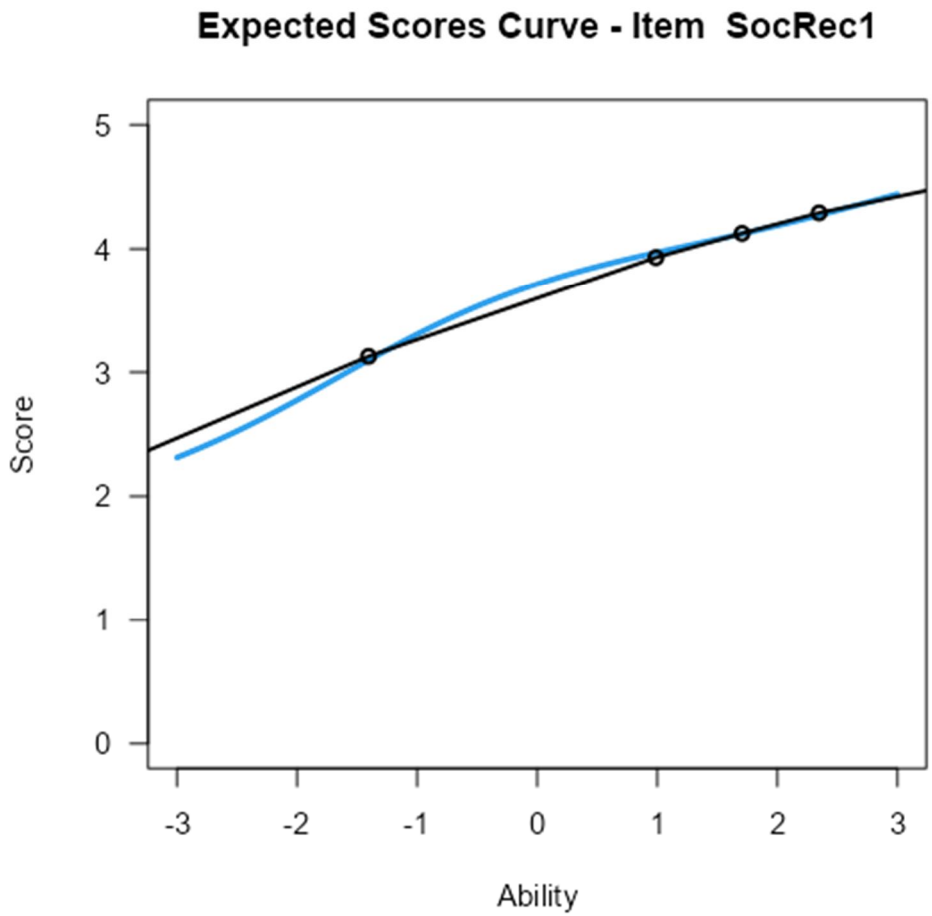
1
2
3
4
5
-3
-2
-1
0
1
2
3

TaskSig1


Expected Scores Curve - Item TaskSig1
Score
Ability
0
1
2
3
4
5
-3
-2
-1
0
1
2
3

SocRec1


Expected Scores Curve - Item SocRec1
Score
Ability
0
1
2
3
4
5
-3
-2
-1
0
1
2
3

A2.2 Rasch Model- Relational Climate

Model Fit

	Person Reliability	MADaQ3	p
scale	0.918	0.0802	< .001

Note. MADaQ3= Mean of absolute values of centered Q_3 statistic with p value obtained by Holm adjustment; Ho= the data fit the Rasch model.

Q3 Correlation Matrix

	RC_Vis	RC_SHPur	RC_SHVis	RC_FutVis	RC_Epthy	RC_Need	RC_WBng	RC_Asst	RC_Engy	RC_Vib	RC_Livly
RC_Vis	—										
RC_SHPur	0.099	—									
RC_SHVis	0.189	-0.046	—								
RC_FutVis	-0.125	0.045	-0.131	—							
RC_Epthy	-0.157	-0.020	-0.055	-0.240	—						
RC_Need	-0.175	-0.213	-0.031	-0.133	-0.054	—					
RC_WBng	-0.186	-0.196	-0.235	-0.012	-0.055	-0.082	—				
RC_Asst	-0.185	-0.177	-0.090	-0.267	-0.074	0.109	-0.074	—			

Q3 Correlation Matrix

	RC_Vis	RC_SHPur	RC_SHVis	RC_FutVis	RC_Epthy	RC_Need	RC_WBng	RC_Asst	RC_Engy	RC_Vib	RC_Livly
RC_Engy	-0.220	-0.180	-0.188	-0.036	-0.062	0.028	-0.028	-0.023	—		
RC_Vib	-0.200	-0.070	-0.166	-0.196	-0.097	-0.133	0.004	0.060	-0.162	—	
RC_Livly	-0.178	-0.099	-0.182	-0.150	-0.054	-0.088	-0.095	-0.076	0.033	0.118	—

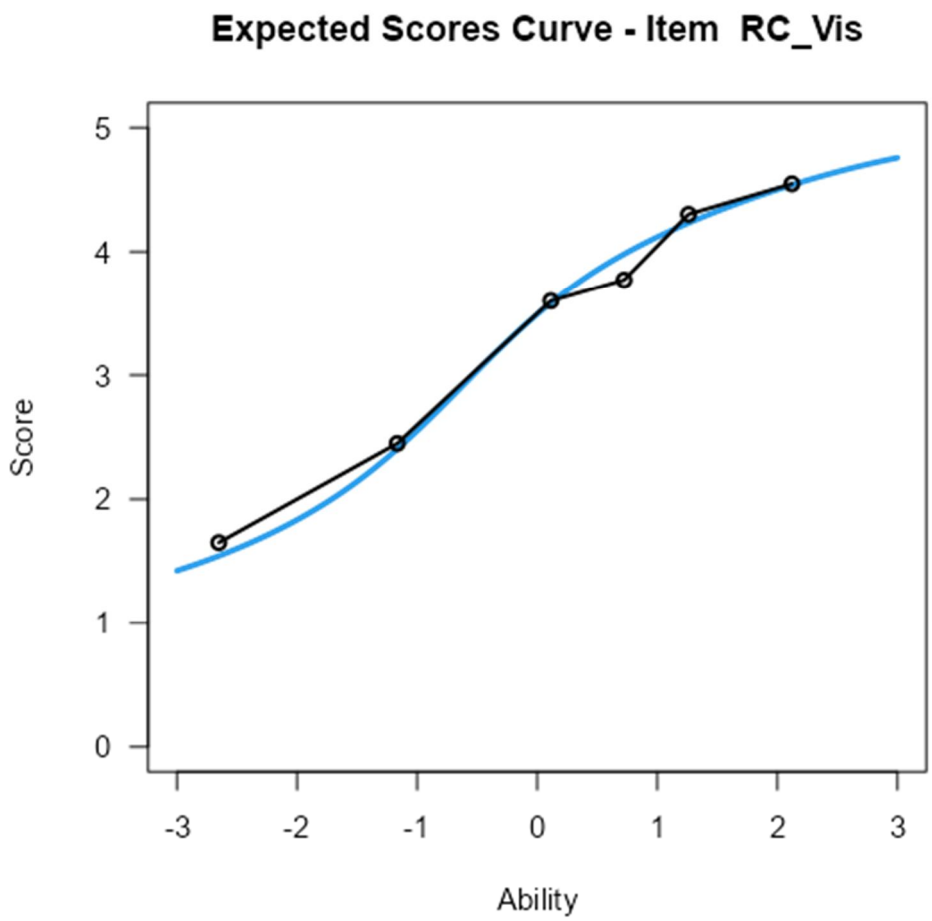
Item Statistics

	Proportion	Measure	S.E.Measure	Infit	Outfit
RC_Vis	0.85	-50.108	0.355	1.278	1.428
RC_SHPur	0.86	-2.496	0.223	1.172	0.859
RC_SHVis	0.54	-0.301	0.195	1.132	1.140
RC_FutVis	0.77	-0.839	0.166	1.057	1.091
RC_Epthy	0.64	1.811	0.163	1.061	1.267
RC_Need	0.62	-50.230	0.167	1.112	1.223
RC_WBng	0.71	-2.462	0.225	1.039	0.322
RC_Asst	0.84	-0.197	0.207	0.757	0.541
RC_Engy	0.81	-1.387	0.181	0.844	0.597
RC_Vib	0.63	1.592	0.154	0.979	0.695
RC_Livly	0.61	-45.761	0.152	0.988	0.459

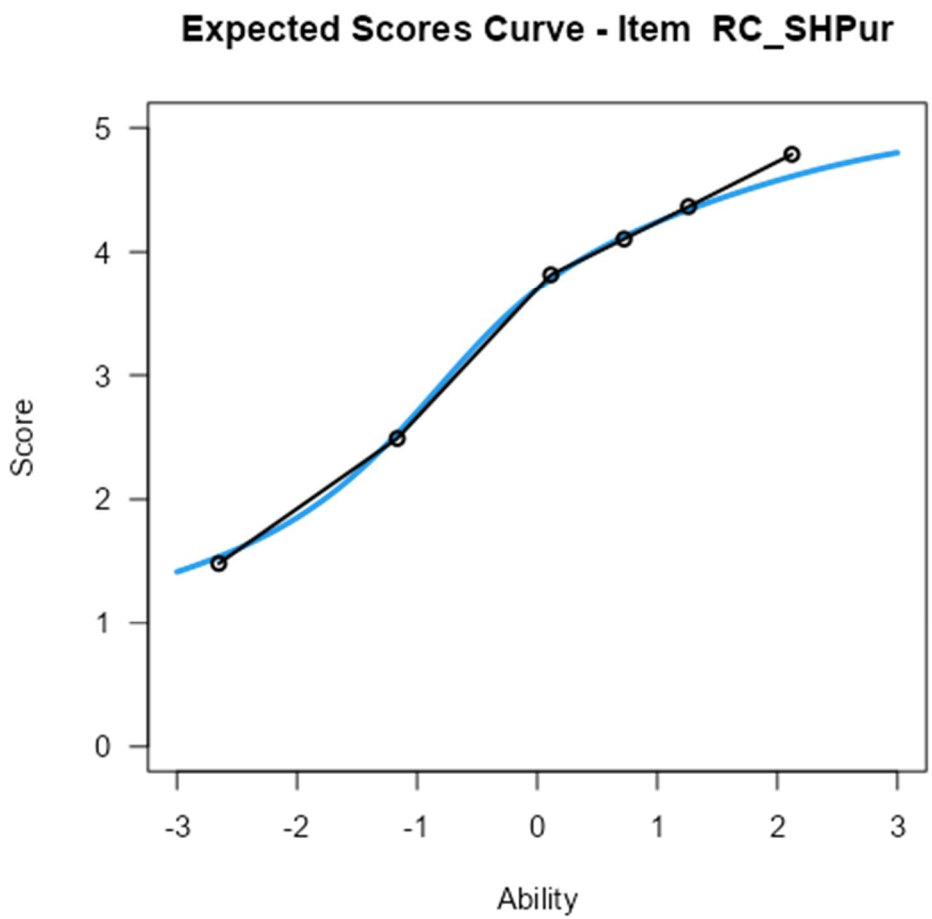
Note. Infit= Information-weighted mean square statistic; Outfit= Outlier-sensitive means square statistic.

Expected Score Curve

RC_Vis



RC_SHPur


Expected Scores Curve - Item RC_SHPur
Score
Ability
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2
3
4
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-2
-1
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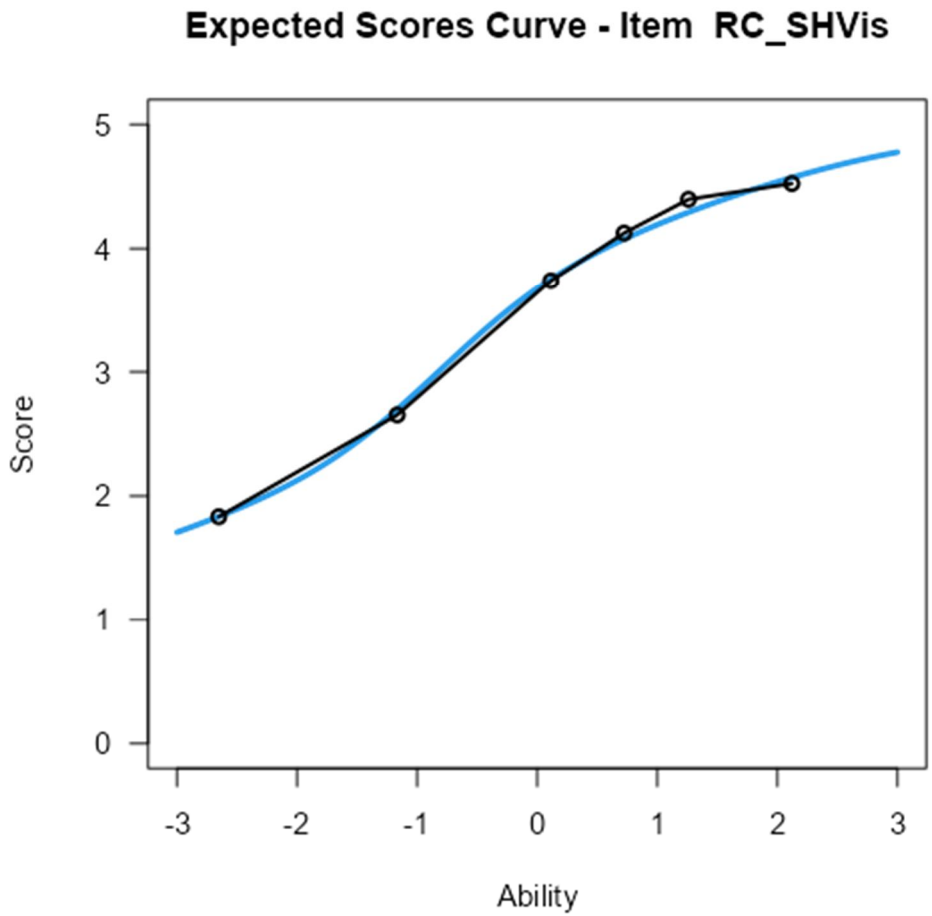
1
2
3

RC_SHVis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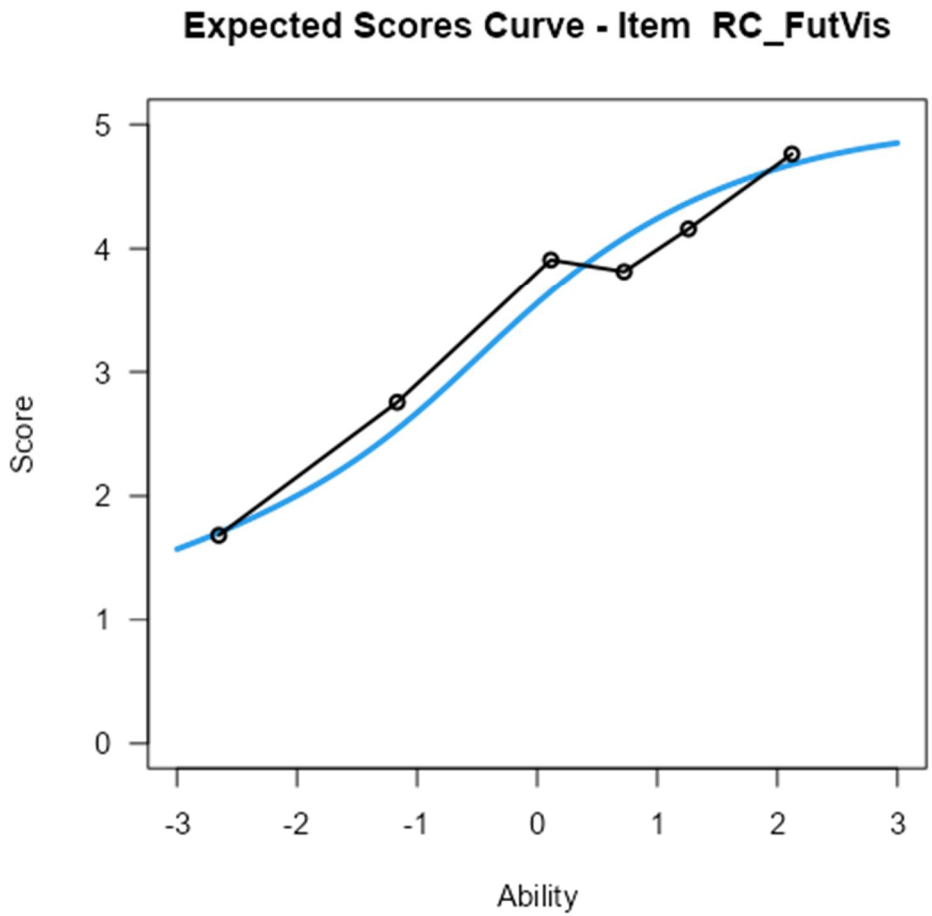
RC_FutVis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0
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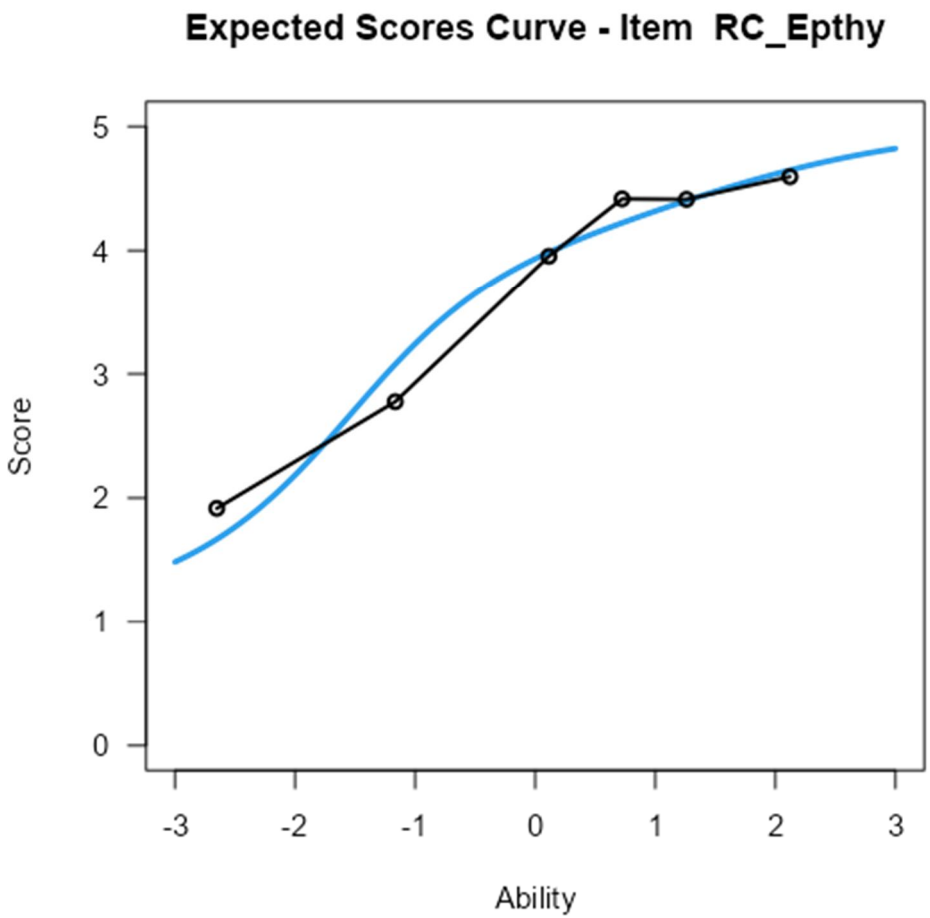
2
3
Ability

RC_Epthy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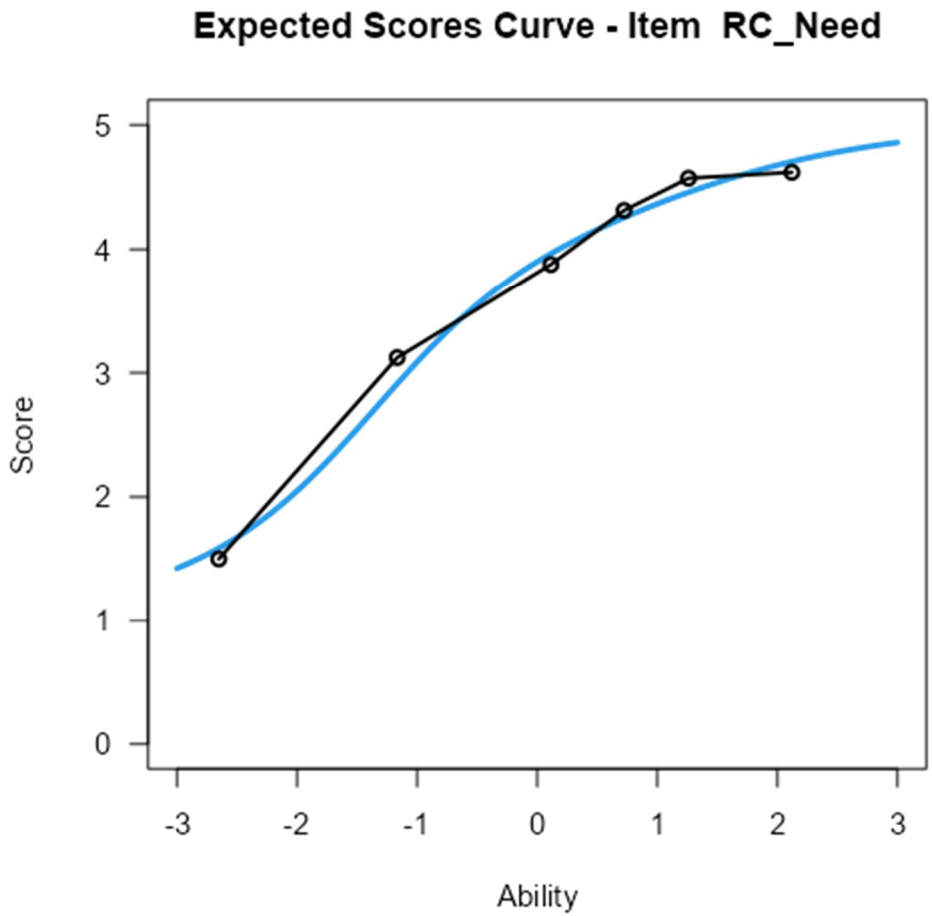
3

RC_Need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Ability
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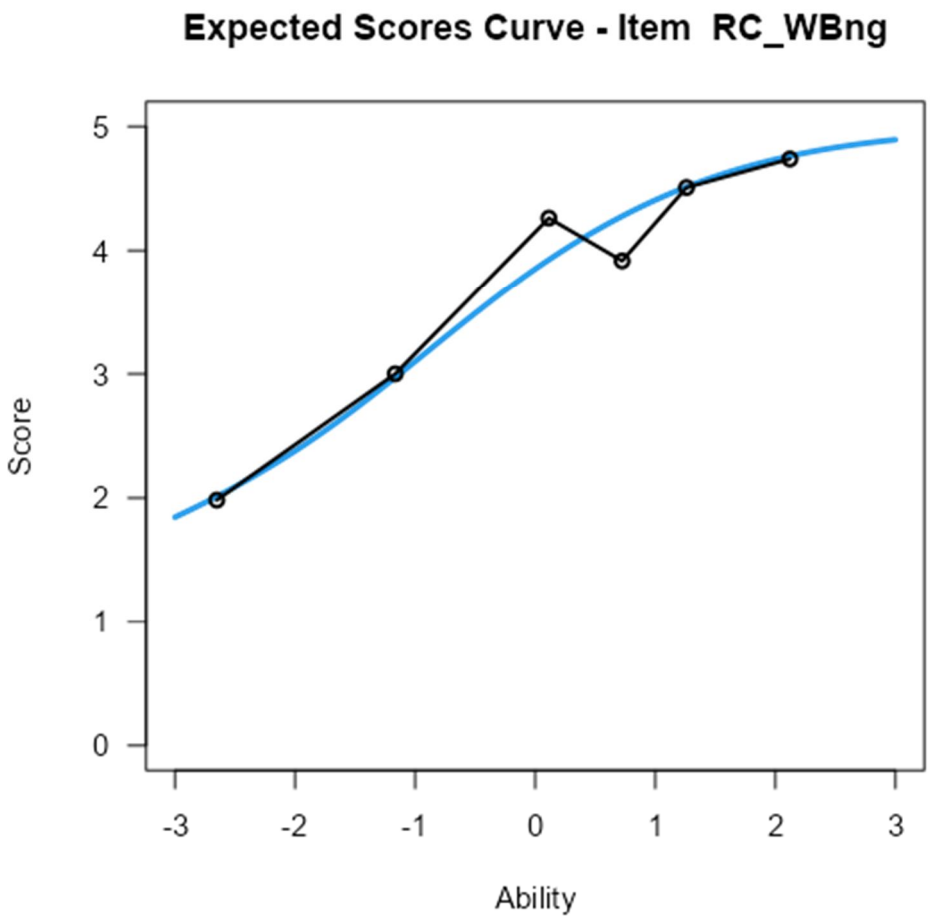
RC_WBng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Ability
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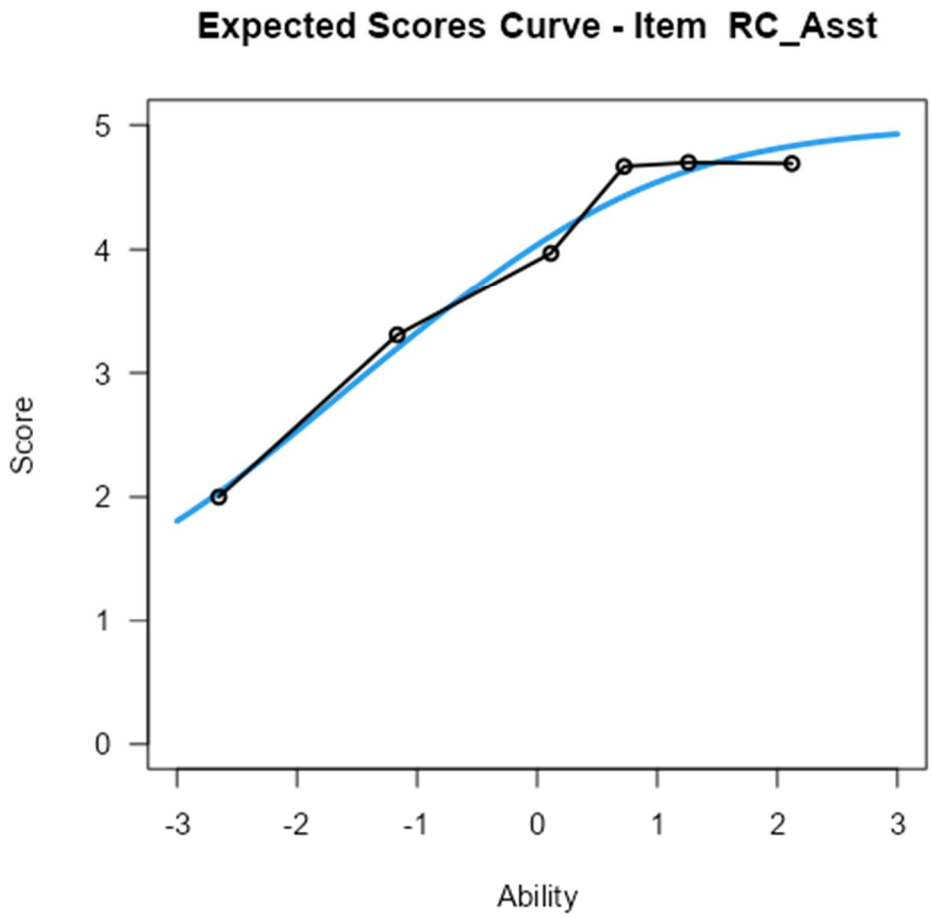
Expected Scores Curve - Item RC_Asst
Score
Ability
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1
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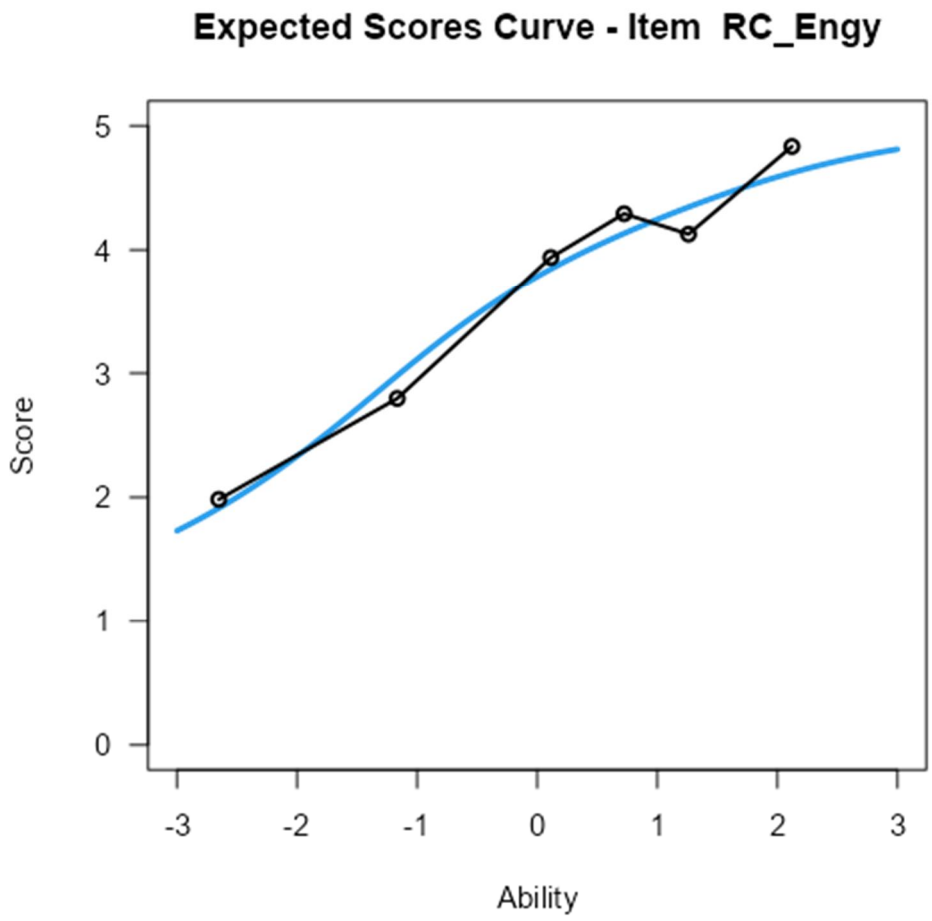
3

RC_Engy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Ability
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-2
-1
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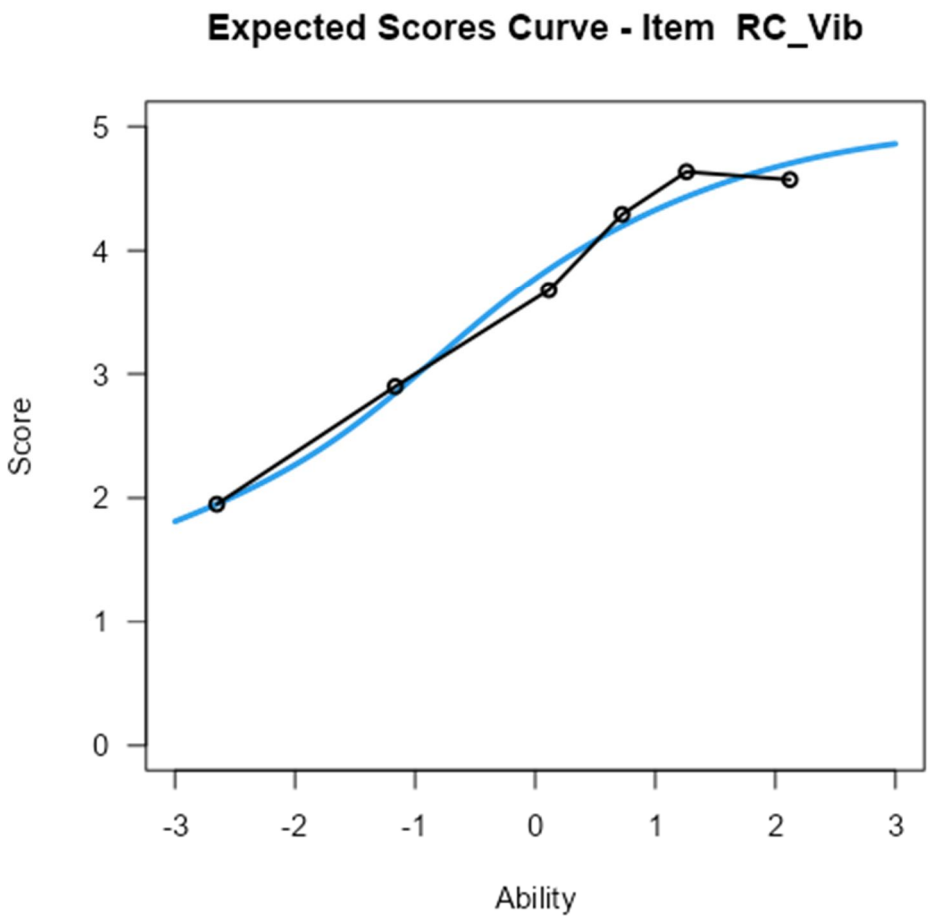
1
2
3

RC_Vib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Ability
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-3
-2
-1
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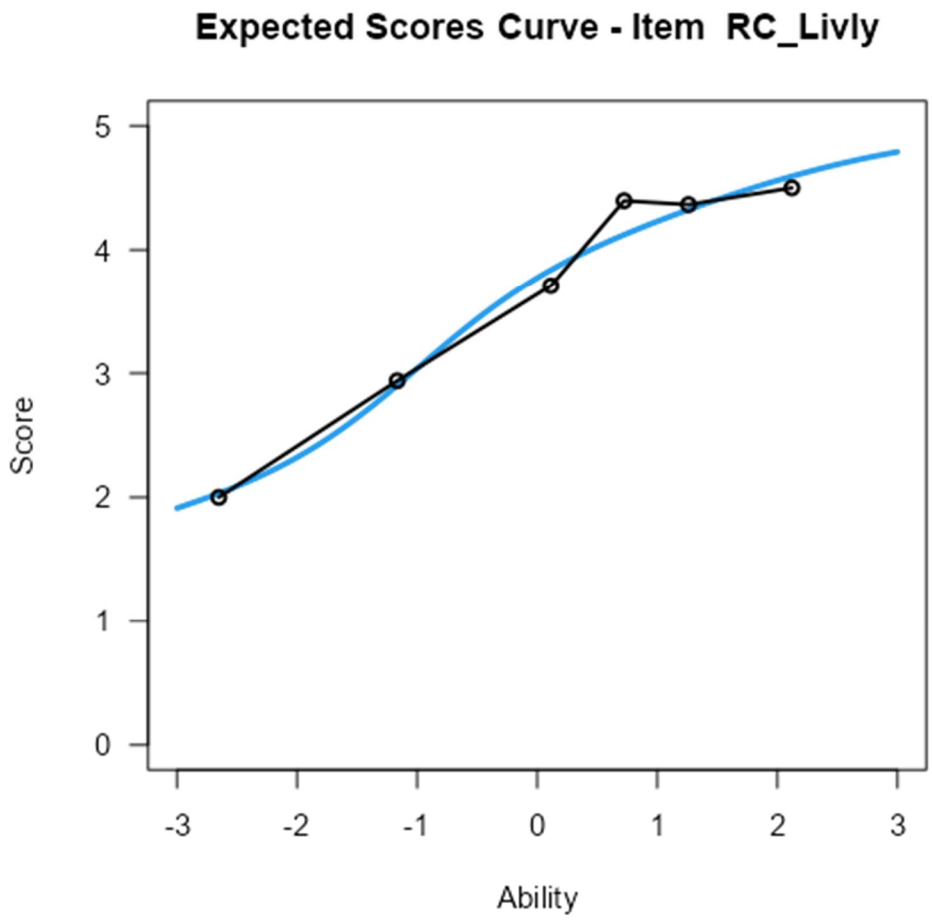
RC_Livly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Ability
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-3
-2
-1
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1
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3

A2.3 Rasch Model-Organizational Performance

Model Fit

	Person Reliability	MADaQ3	p
scale	0.928	0.0789	0.040

Note. MADaQ3 stands for "Mean of Absolute Values of Centred Q_3 Statistics" and "Ho" stands for "The Data Fit the Rasch Model."

Q3 Correlation Matrix

	OP1	OP2	OP3	OP4	OP5	OP6	OP7
OP1	—						
OP2	0.075	—					
OP3	-0.060	-0.153	—				
OP4	-0.085	-0.060	-0.171	—			
OP5	-0.077	-0.192	0.040	-0.257	—		
OP6	0.070	-0.033	-0.205	-0.086	0.028	—	
OP7	-0.104	-0.194	-0.110	-0.218	-0.057	0.041	—

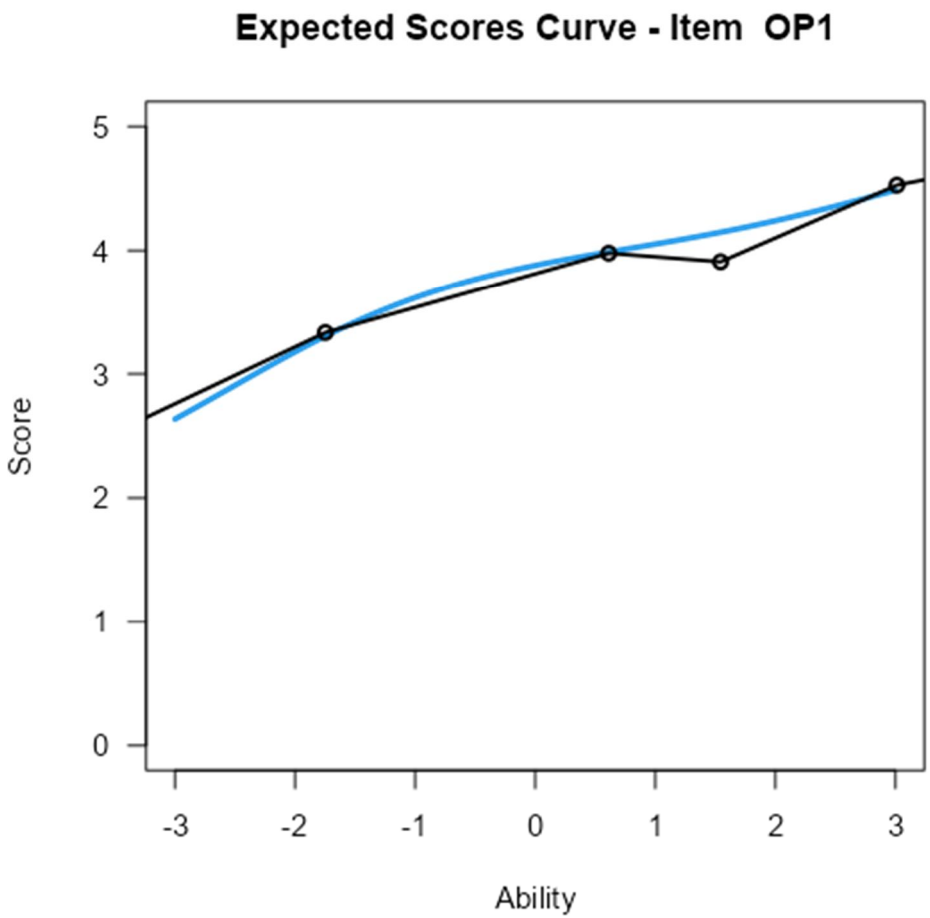
Item Statistics

	Proportion	Measure	S.E.Measure	Infit	Outfit
OP1	0.72	-41.48	0.419	0.693	0.963
OP2	0.71	-5.67	0.321	0.730	1.210
OP3	0.68	-3.01	0.263	0.534	1.387
OP4	0.71	-1.71	0.213	0.551	0.624
OP5	0.71	3.03	0.192	0.647	0.310
OP6	0.75	-40.98	0.241	0.621	1.121
OP7	0.69	-5.66	0.322	0.696	1.109

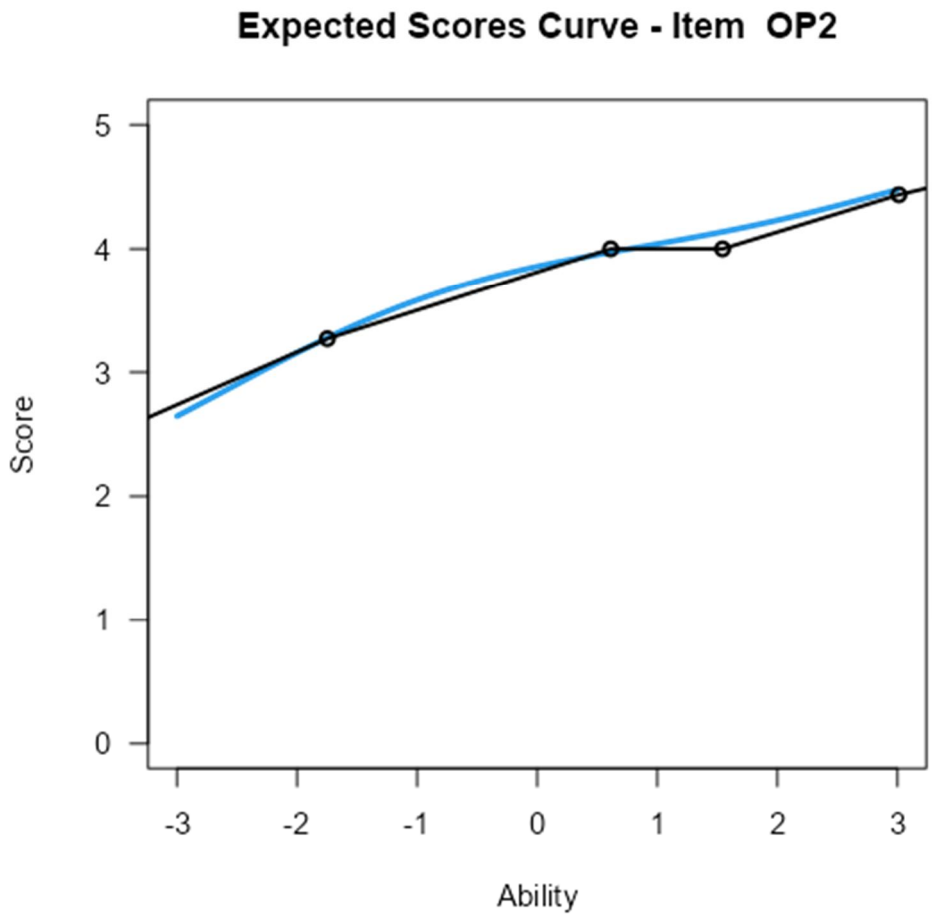
Note. Infit= Information-weighted mean square statistic; Outfit= Outlier-sensitive means square statistic.

Expected Score Curve

OP1



OP2


Expected Scores Curve - Item OP2
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Ability
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-1
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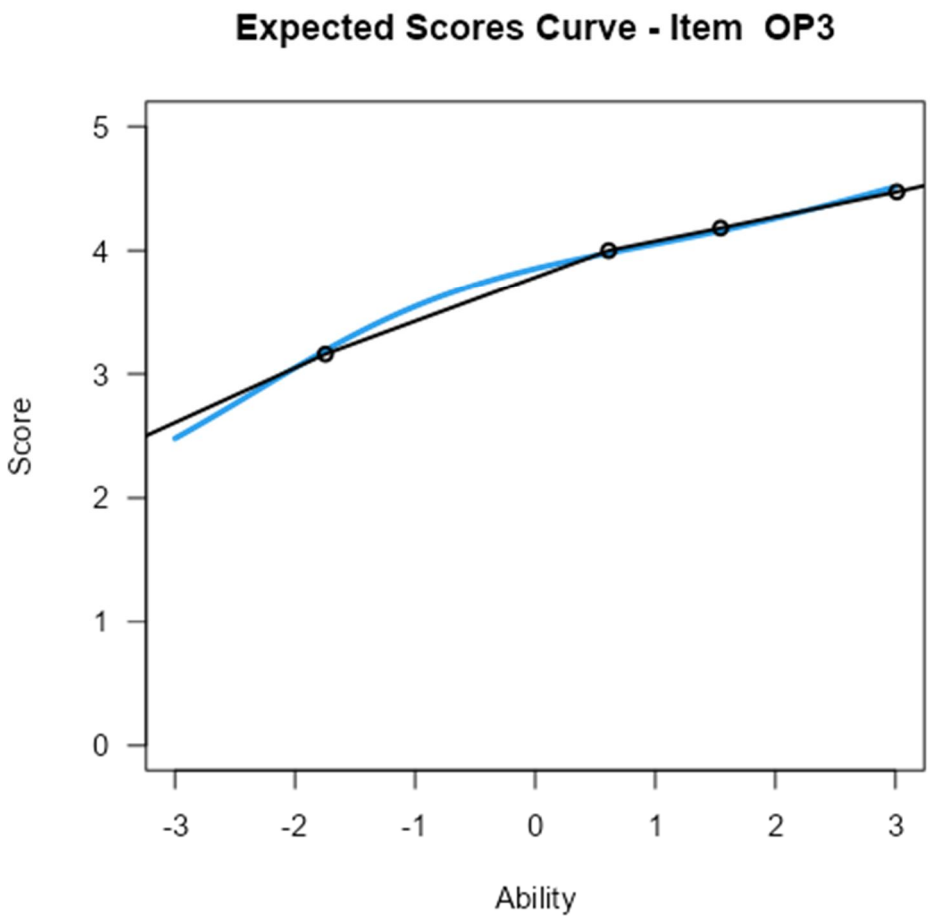
2
3

OP3


Expected Scores Curve - Item OP3
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Ability
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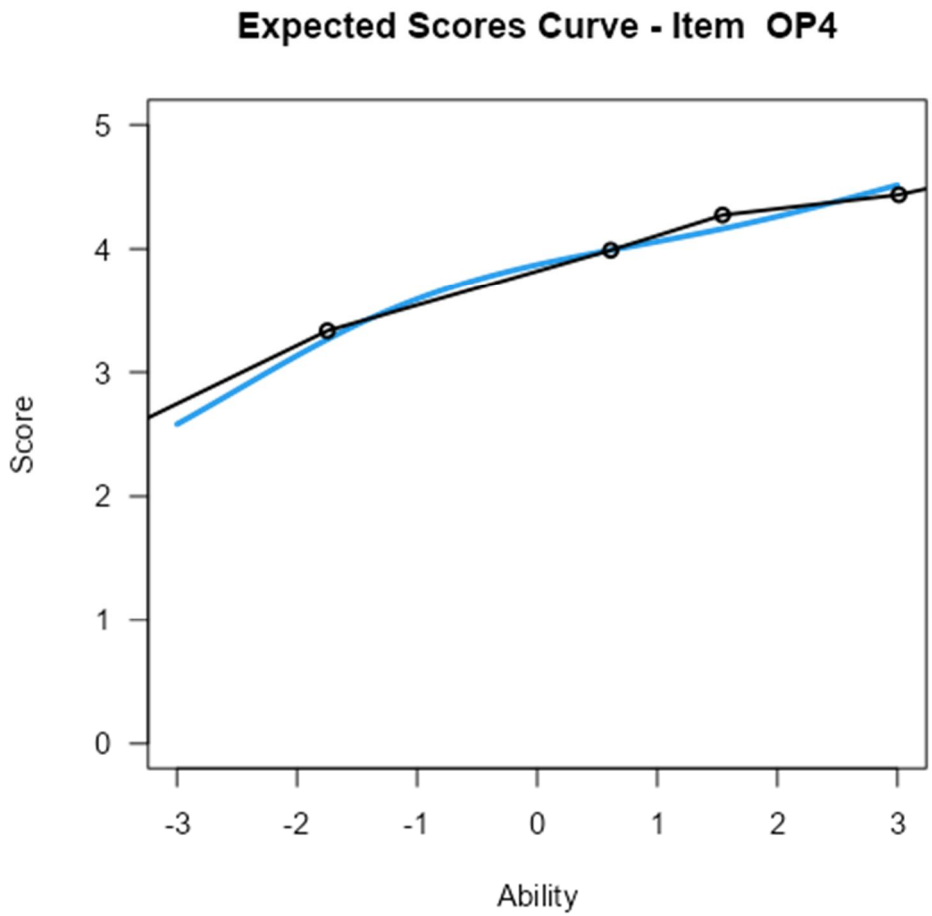
3
4
5
-3
-2
-1
0
1
2
3

OP4


Expected Scores Curve - Item OP4
Score
Ability
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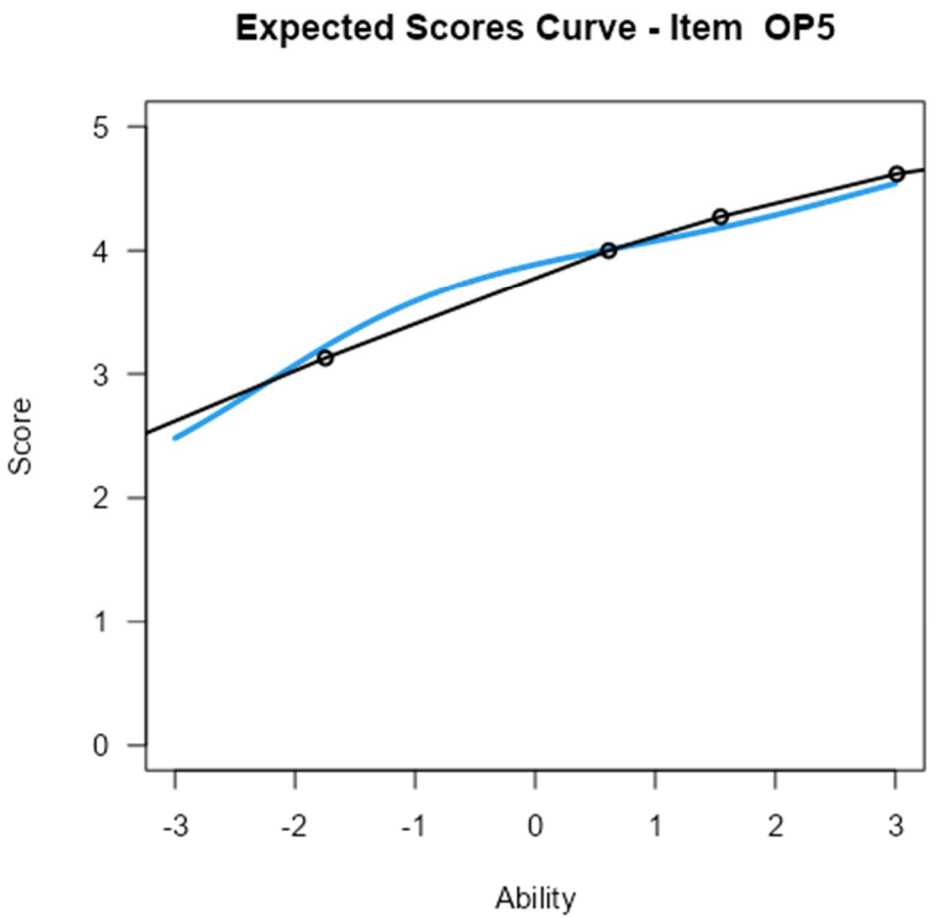
2
3
4
5
-3
-2
-1
0
1
2
3

OP5


Expected Scores Curve - Item OP5
Score
Ability
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2
3
4
5
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-2
-1
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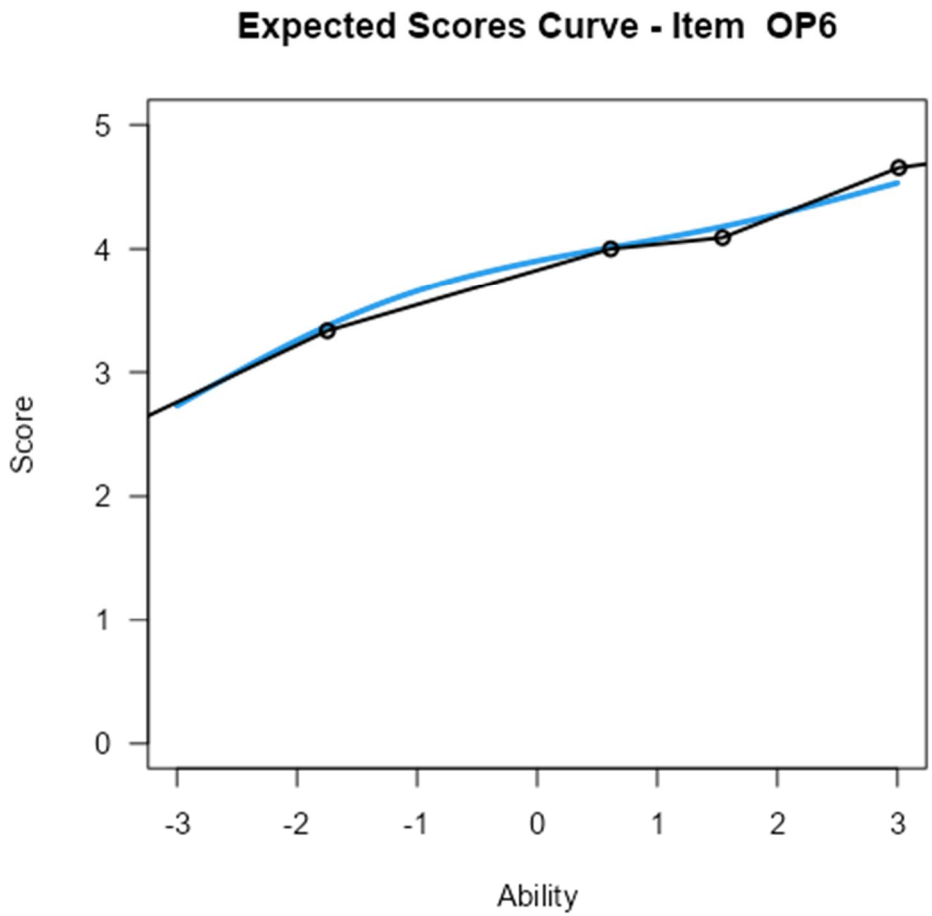
1
2
3

OP6


Expected Scores Curve - Item OP6
Score
Ability
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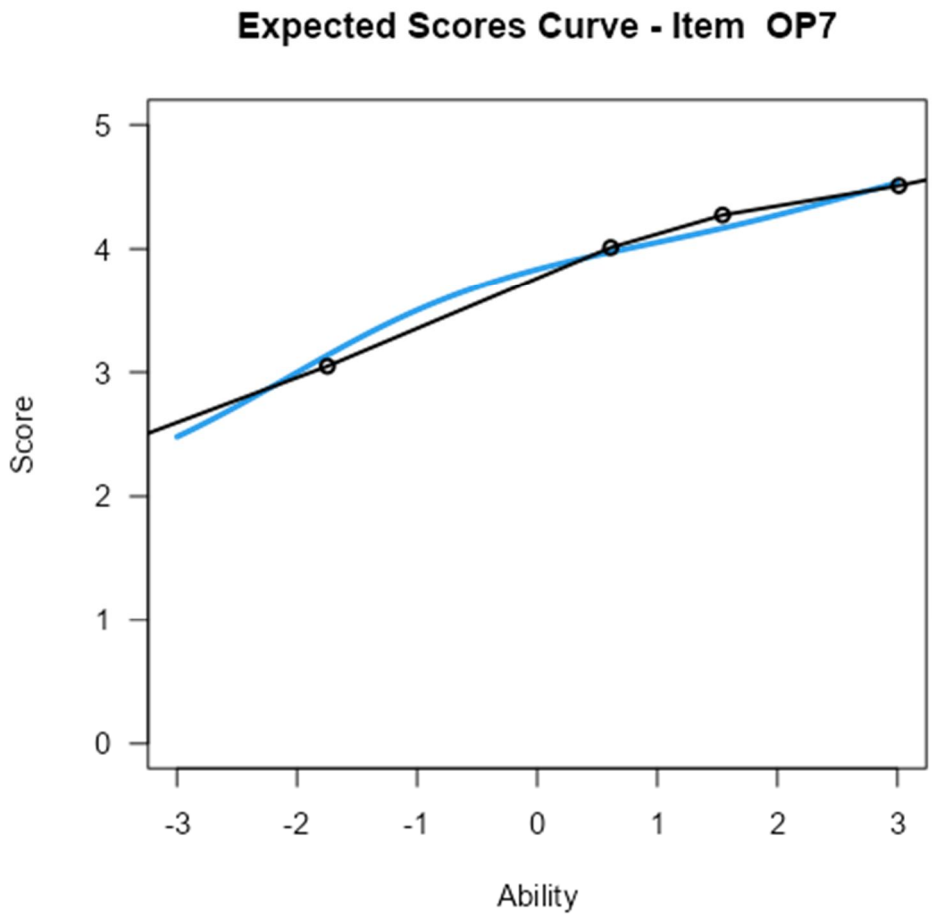
OP7


Expected Scores Curve - Item OP7
Score
Ability
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1
2
3
4
5
-3
-2
-1
0
1
2
3

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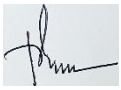

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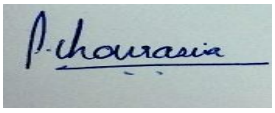

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by Anurag Chourasia

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