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Human Capital Management Strategies to Sustain Profitability of Private Sector Companies in Jamaica

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Walden University

College of Management and Technology

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Peta gay Waugh, JP

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Walden University
2022

Abstract

Human Capital Management Strategies to Sustain Profitability of Private Sector

Companies in Jamaica

by

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MBA, University of Technology Jamaica, 2011

BBA, University of Technology Jamaica, 2008

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

August 2022

Abstract

Eighty-two percent of Jamaican workers are employed by micro, small, and medium-sized enterprises, but only 5.1% of private sector entrepreneurial endeavors remain open after 42 months of operations. This low survival rate can inhibit the ability of Jamaican business owners to support their families and provide goods and services to benefit local communities. Grounded in human capital theory, general systems theory, and social change theory, the purpose of this qualitative descriptive multiple case study was to explore strategies CHROs used to sustain the profitability of their private sector companies. Participants comprised three private-sector CHROs officers and three human resource officers (HROs) working in the private sector for over five years within three Jamaican private sector conglomerates in the private sector listed on the Jamaica Stock Exchange. Data from semistructured interviews, annual reports, and human resource-related policies provided the sources for data collection. Data were analyzed using thematic analysis, and the resulting themes were alignment, training and development, employee engagement, leadership programs, and onboarding. The main recommendation is for CHROs and HROs to use alignment mapping to understand the company's purpose and vision. Implications for positive social change include the potential for sustained profitability attained from higher human capital skills for higher paid jobs and standard of living, with increased income for the Jamaican government to fund social development programs.

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Dedication

The doctoral study is dedicated to God, my children, and my family. My God does not give me more than I can bear, and through this very reflective journey, I have learned to lean on Him more and more each day. To all my children that I never carried, thank you for forcing me to be your role model, coach, and guide. This journey has been difficult in many ways, but every time I would “put my hat down,” your faces came before me, forcing me to propel. To my family, words cannot express my gratitude for the many times you all became my financial, social, and emotional support. Thanks for allowing me to do this. Thanks for listening even when you did not understand. Mom, I thank you for staying up with me; your presents made a world of difference. God knew I needed these supports.

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Firstly, thank God, my continuity rested on the comfort that He was with me. To my beautiful mother, I salute you. You walked this journey with me when everybody else slept; you tolled with me—knowing that you were up made me going. To my esteem father, I nestle in comfort, knowing that you always have my back. You always said yes to every dream and personal development escapade. I appreciate my children; thanks for keeping me moving; you kept me saying I cannot stop. I sincerely appreciate my siblings, Winston, Kimberley, and Racquel; you kept adjusting the pedestal to ensure I met your expectations. I am truly blessed to have you as my siblings. Thanks for being available to listen and be a friend. Apryl, your confidence predicted this, constantly calling me Dr. Sara; well, I have officially earned the title you ordained. Claudine, thanks for listening and being my voice of reason and my source of truth. Dr. Charles, thanks for being my mentor, coach, and cheerleader. Leilani, thank you so much for keeping me motivated.

My beloved second mother, Miss Ivy, I thank you for teaching me to lean on God when all others fail. This journey has cemented your teaching. My spouse, Mark, I thank you for your patience. Even though you complained, you stuck by me. I appreciate you more than you know. I would be remiss if I did not thank my Walden Family, especially my committee chair, Dr. Al. Endres. Dr. Endres, thank you for your unwavering guidance. I also extend thanks to my second committee member Dr. Sylnovie Merchant, Dr. Brenda Jack (University Research Reviewer), and Dr. Gail Miles (Program Director). Thanks to the private sector companies, managers, and executives for agreeing to participate in this study.

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Section 1: Foundation of the Study

Despite numerous government initiatives for supporting implementing the implementation of training and development, the efficiency of human capital management in Jamaica remains unstable (Planning Institute of Jamaica, 2018). Notwithstanding the instability of human capital efficiency, some private sector organizations in Jamaica manage to achieve long-term sustainable company profitability. In Jamaica's private sector, the CHRO needs to determine and implement human capital management strategies to achieve long-term sustainable company profitability.

In my study, I explored the human capital management strategies used by the CHROs in the Jamaican private sector to achieve and sustain profit beyond 5 years of operations. I used a qualitative method with a descriptive qualitative multiple case study design. The results from this study provide private-sector CHROs, particularly new entrepreneurs in Jamaica, with the strategies needed to be successful. Hughes (2006) concluded that private sectors are critical contributors to economic progress and pivotal to job creation in Jamaica. The findings of my study may have a positive effect on Jamaican private sector companies and the human capital management strategies used to sustain profitability.

Background of the Problem

The International-American Development Bank (2014) reported Jamaica's private sector employees as comprising 90% of the country's labor force. Eighty-two percent (82%) of these workers are employed by micro, small, and medium-sized enterprises (MSMEs), and that only 5.1% of the private sector entrepreneurial remain open after 42

months. Vision 2030 Jamaica (2010) placed high expectations for Jamaica to be the place to work and do business. Hence, without robust human capital management strategies to propel and sustain the private sector, Jamaica is facing a precarious situation, as private sector companies will not be able to sustain profitability.

Problem Statement

According to Garone et al. (2020, p. 36), human capital plays a crucial role in a firm's productivity, profits, growth, and survival. Jamaica's labor force currently lacks higher-end technical skills (United States Agency for International Development, 2017, p. 68). The International Monetary Fund (2018, para. 3) revealed that Jamaica's economic growth had averaged a low 0.9% noting the underperformance included insufficient labor force skills. The general business problem is the lack of skilled workers in the labor force of the private sector has affected organizations' performance. The specific business problem is that some CHRO do not know how to effectively develop and implement human capital management strategies to sustain the profitability of private sector companies.

Purpose Statement

The purpose of this qualitative descriptive multiple case study was to identify and explore human capital management strategies developed by CHROs to sustain the profitability of private sector companies. The specific case population was three Jamaican conglomerates in the private sector from which a purposeful case sample of three private-sector CHROs and three HROs was selected. The participating companies had developed and used effective human capital management strategies to sustain profitability and were

listed on the Jamaica Stock Exchange at the time of the study. The results from my research study might contribute to improving progressive human capital management systems that in turn contribute to private sector companies' profitability and catalyze improvements in Jamaica's economic growth; this growth can enable improvements in citizens' standards of living through increased tax revenues and contributions.

Nature of the Study

I used the qualitative method approach to explore human capital management strategies developed by CHROs that contribute to sustaining the profitability of private sector businesses in Jamaica. Yang et al. (2016) described the qualitative method as a probing and inclusive procedure that permits close interaction with the researcher and their participants. With the qualitative method, I expected comprehensive insights and a greater understanding of CHROs' strategies contributing to employee performance to sustain profitability within private sector companies. Bell et al. (2018) explained that the quantitative method is suitable when a researcher wants to examine statistical relationships among variables and their significance familiarities. The quantitative approach was not ideal for my study since the participants' experiences were not quantified. Palinkas et al. (2015) posited that the mixed-method research approach combines qualitative and quantitative methods to create a single study. A mixed-method approach would not have been ideal for my study because a comparison between quantitative and qualitative findings would not have answered my research question.

I used a qualitative descriptive multiple case study design to explore the strategies implemented by CHROs within businesses of the private sector in Jamaica to develop

human capital that contributes to sustaining the profitability of private sector companies. Kim et al. (2017) explained that a researcher's use of the qualitative descriptive multiple case study design facilitates the development of rich perspectives of the phenomena to strengthen the patterns of findings using reproduction reasoning. Creswell and Poth (2017) explain that a qualitative multiple case study design is a data contraction from multiple sites. According to Gustafsson (2017), using the multiple case study design enables: (a) analysis of the data within individual situations across different circumstances to understand the similarities and variances; (b) identification of strong and more reliable findings and (c) evolution of a wider theoretical understanding to the research questions. Whereas Yin (2003) stated that a single case study should be considered when the researcher is studying a person or a group of people or wants to create a theory.

The following designs were considered but not selected: ethnography, narrative inquiry, and phenomenology. Blomberg et al. (2017) connoted that ethnographic design is best suited for exploring a people's culture; however, culture was not the focus of this study and therefore did not fit my study. Lewis (2019) posits the use of the narrative design seeks to tell a story narratively. Abkhezr et al. (2020) explained that narrative designs explore and conceptualize human experience. The narrative design would not be suitable for this study as there is no story narration involved. The phenomenological design was not chosen. It would not be ideal, as according to Neubauer (2019), the findings would pivot from the philosophical attitude and account of human experience, which is not the goal of my study.

Research Question

My research question was: How do chief human resources officers effectively develop and implement human capital management strategies to sustain profitability of private sector companies in Jamaica?

Interview Questions

The following interview questions were structured to encourage dialogue to address the research question with the respondents:

1. What human capital development strategies do you use to contribute to sustaining company profitability?
2. How do you align human capital management response to the company's business strategy to fulfill profitability goals in terms of employee performance?
3. What strategies do you employ to address the difficulties found when workers do not meet the needed skills?
4. What is your strategy to determine which applicants are best suited for training and development?
5. How have changes in the external environments informed the human capital development plan?
6. What additional information can you share regarding the human capital management strategies you employ to sustain company profitability?

Conceptual Framework

I chose to triangulate human capital theory, general systems theory, and social change theory for my study's composite conceptual framework. Becker (1962) theorized

that the future of business is dependent on the investment of human capital. Human capital development is critical for catalyzing positive social change and is one of the principal drivers of an organization's economic system (Howaldt and Schwarz, 2016).

Human capital theory (HCT) is a vital contender improving economic performance within an organization (Almendarez, 2013). The HCT, therefore, provides a potential lens to enable me to understand the strategies that the CHRO developed and used to contribute to the productivity of the organization to sustain profitability of private sector companies in Jamaica.

Further, using the tenets of general systems theory (GST) aids an organization to develop systems conducive to sustained growth and development (Zakaria, 2011, Ryan, 2018). Developed by Ludwig von Bertalanffy in 1925, GST characterizes organizations as closed or open systems (Von Bertalanffy, 1972). Furthermore, the tenets of general systems theory (GST) can help an organization develop systems conducive to sustained growth and development (Zakaria, 2011; Ryan, 2018). The closed system organization is not affected by its external environment, while the open organization considers its external environment and contributes to its development (Agazarian, 2018). GST can facilitate addressing the external changes and examines how these changes can be employed to inform employee training and development to dictate its human capital development plan (Amagoh 2016).

Social change theory (SCT), introduced by Karl Marx, facilitates understanding the need to identify and address interrelationships among social, political, and economic

underpinning to engender change at every stage of the organization's life cycle while considering its external environment (Thompson, 2016, Jenner, 2014).

Furthermore, sustainability requires future growth and development by developing a framework of economic competitiveness and the societal business environment (Schaltegger and Hörisch, 2017). Finally, Srivastava et al. (2013) posited that environmental and social activities augment an organization's reputation by promoting employee performance, transitioning into a competitive advantage.

The triangulated conceptual framework of human capital theory, general systems theory, and social change theory was used to provide a broad but relevantly contextualized depiction of sustained profitability within private sector companies in Jamaica. The conceptual framework that I selected facilitated my identification and understanding of the successful strategies participants used to sustain the profitability of private sector companies in Jamaica.

Operational Definitions

Chief Human Resource Officer (CHRO): CHRO is a part of the executive management team responsible for augmenting and implementing an organization's human resource strategy to support the overall business plan and strategic direction (Wright et al., 2011).

Human Capital Development (HCD): HCD is the ability of a firm to achieve cost-effective and firm performance by upscaling compatibilities/competencies of identified abilities, skills, knowledge, and other key features, which is required for effective performance (Marimuthu et al., 2009; Bhatia and Rao, 2020).

Human Capital Management Strategy (HCMS): HCMS is a comprehensive set of human resources practices that are intertwined into an organization's identity and its plans that require for employees to be acknowledged as assets that can be invested in and managed to produce maximum profit for the success of an organization (Kalitanyi and Goldman, 2020; Ravasi et al. 2020).

Socioeconomic state: Socioeconomic state is the combination of a person's education, income, and occupation that defines their social standing or social class in society (Easterbrook et al., 2020).

Sustained Profitability (SP): SP is the constructive progression and implementation of a set of unique resources and capabilities that transform into a continued competitive advantage (Yamin, 2020).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are circumstances alleged to be accurate but lack validation and often respond to known limitations (Ketchen et al., 2019). The assumptions are important to the research problem and would not exist without them (Iacus et al., 2019). My study included three necessary assumptions. The first was that the study, as designed, provides insight into the human capital management strategies used by some Jamaica Private Sector organization CHRO to achieve sustained profitability. The second assumption was that private sector organizations would provide a precise recount of their human capital management processes to achieve sustained profitability. The third assumption was that

semistructured interview questions and organizations' documentation offered sufficient information to address my study's primary research question explicitly.

Limitations

Limitations are the possible imperfections of a study that are outside of the remit of the researcher, which makes clear the constraints of a study (Goerres et al., 2019). My study limitations included the participants' ability to provide a comprehensive and factual account of their experience and real-life viewpoint of the occurrences. Furthermore, my study included only private sector companies in Jamaica and may not be generalizable to other regions, countries, cultures, and organizations..

Delimitations

Delimitations of the study are boundaries placed on a study to confine and explain its scope (Simon and Goes, 2013). I delimited my study to the geographical location of Jamaica and participating private sector CHROs from the manufacturing sector listed on the stock market who have sustained profits.

Significance of the Study

The findings from my study can be beneficial to government officials, human resource practitioners, and aspiring Jamaican private sector chief human resources officers. The findings of my study presented could assist the chief human resources officer in the private sector in developing or adopting human capital management strategies that contribute to employee performance to sustain the profitability of private sector companies. To begin to embrace sustainability by developing a company's human capital at all tiers of their business processes is a meaningful contributor to sustaining

competitive advantage (Zu, 2019). The findings from my study might also support existing literature related to Jamaican human capital management strategies that contribute to employee performance to sustain profitability of private sector companies.

Contribution to Business Practice

My study may contribute to business practices because the findings could offer information and reveal improved human capital management strategies to chief human resources officers in private sector companies in Jamaica. Private sector companies could also use the findings to develop and implement similar human capital management tactics to sustain profitability. The Jamaica Information Service (2018) reported that achieving economic contributions depends on both the internal and its related stakeholders' capabilities and readiness to invest in their human capital consistently. The findings of my study could highlight issues, lessons learned that could aid CHROs, government, and researchers in shaping human capital that can assist private sector companies in achieving and sustaining profitability

Implications for Social Change

The implications of positive social change through employee development can be substantial drivers in achieving sustained economic progress that will help the Jamaican government earn increased tax income to fund social development programs and projects. Humphrey et al. (2014) identified the association between economic development and the execution of social programs providing knowledge to effect social change that requires a continuous stream of funding. Fredriksson (2020) theorized that enhancements in the

economy would reduce unemployment transitioning into better social and human conditions.

A Review of the Professional and Academic Literature

The purpose of a literature review is to outline, evaluate, summarize, and synthesize the literature that relates to the research topic and delivers a theoretical foundation for the study (Holloway & Wheeler, 2013). Hence, this section contains a review of the academic and professional literature relating to the research topic and the conceptual framework. The topic embodies human capital management strategies that private sector CHROs need to sustain profitability in Jamaica. Best et al. (2017) express that low growth, high unemployment, and high debt demonstrates a wave of fiscal indecisions. Hence, the role of private sector companies is significant in positively propelling the Jamaican economy. A fundamental characteristic of this literature review garners insight, and analyzes and synthesizes data from various sources on the subjects surrounding human capital management strategies to sustain profitability. The literature review integrates articles from peer-reviewed scholarly journals retrieved from several databases: Proquest Central, SAGE, Sage Research Methods Online, Business Source Complete, and Premier. Additional sources include the Google Scholar search engine, Walden University Library, Government websites, EBSCOhost, Emerald, ScienceDirect, and ProQuest.

The terms used for the content exploration included: *human capital*, *sustainability*, *human capital management strategy*, *human capital theory*, *social change theory*, *human capital skills*, *human capital and profitability*, *human capital management*

and social change, knowledge management, firm-specific human capital, human resource management, and human capital management, training and development, human capital approaches, Compensation and Environment, Job creation and human capital, alignment of human capital strategy and company policy, strategic factor market, retention, and human capital and human capital technology adaption and internal and external factors affecting human capital performance.

I ensured that at least 75% of the reference works were published within 5 years of the projected date of chief academic officer's approval of my completed study which was targeted for 2022. The literature review commences with a review of the composite conceptual framework. I then discuss the main theories and approaches applicable to the study. This literature review discusses sustainability, profitability, and the role of human resource management in effectively developing and implementing human capital management strategies to sustain the profitability. The literature review concludes with a discussion of the study's context for Jamaica's private sector.

Composite Conceptual Framework

The composite conceptual framework includes human capital theory (HCT), general systems theory (GST), and social change theory (SCT) to develop and categorize the literature related to the research topic and questions. In addition, the conceptual framework maps the relationship between the theories and the study to unearth similarities, inconsistencies, modifications, or qualifications (Rocco & Plakhotnik, 2009). Hence exploring the interrelationships of these theories and their applicability will highlight key insight and strategies to sustain company profitability.

Human Capital

Although human capital has no universally accepted meaning or character, it is crucial to understand its various perspectives. Buta (2015) posits that the definitions of human capital are usually contextualized based on an organization's situation and perspective. Thus, many countries and businesses across the globe consider human capital an essential strategic ingredient due to its multidimensional perspective and its adaptable properties (Giménez, 2005). Peng (2015) explained that perspectives facilitate strategic actions and aids organization to navigate resource dependencies as well as amplify performance and sustainability. Peng presented these eight human capital perspectives: family socialization, intellectual capital, on-the-job training, workplace training, research and innovation, biological capital, household consumption, and internal and external migration. These eight perspectives are explained below:

- *family socialization* - the development of valuable productive abilities of hard and soft skills within the home (National Research Council, 2005);
- *intellectual capital* - professional training and development (Vargas-Hernández and Noruzi, 2010);
- *on-the-job-training* - learning through everyday experience (Shuibin et al., 2020);
- *workplace training* - through professional networks and work committee (Shuibin, 2020);
- *research and innovation* - leading to competitive advantage through employees' transferable skills and knowledge (McGuirk et al., 4, et al., 2015);

- *biological capital* - measured by demographic index to include health, economic and social (Gonzalez et al., 2020);
- *household consumption* - the demand for education, professional training, and the quality of labor supply (Henrekson, 2020); and
- *internal and external migration* - reducing the stock of human capital and cultural grouping (Gennaioli et al., 2013).

Kwon (2009) added that human capital is a central factor for national economic growth. With the understanding that human capital is the self-investment that people make to develop their skills and knowledge (Olaniyan and Okemakinde, 2008). However, unlike physical capital, these skills and knowledge cannot be obtained in isolation from the human capital (Burns, 2017). In addition, the transportable, instinctive, and elastic characteristics of human capital make it unpredictable (Burns, 2017). Consequently, an organization can be perceived based on its human capital.

Human Capital Theory

HCT is one of the most effective strategies for increasing employee knowledge and learning. Conceptualized by Schultz (1961), HCT acquires capital in the form of knowledge and skills through intentional and targeted investment. Becker (1962) added that education and training embody the investment akin to imminent productivity outside of the scope of resource consumption and cannot be separated from the individuals. Educated human capital presents higher economic outputs (Almendarez, 2013). As such, organizations that invest in their human capital can have higher levels of institutional knowledge at all tiers of their business processes.

Additionally, organization productivity is dependent on the level of its human capital. Bethencourt and Perera-Tallo (2020) underscore that an organization's human capital input is at the micro-level, hinging on their area of education and its contribution to production. For both Marxist and nonclassical theorists, the school of thought is that human capital is a creator of income (Fix, 2018). In other words, the organization's sustainability hinges on its productivity, which is dictated by the education level of its human capital.

Hence, organizations with educated human capital are better positioned to generate and sustain higher incomes. Human capital is deemed a vital component to earning a higher income and is considered the chief principle for the political economy (Almendarez, 2013). Further, it is positioned as a sustainable agent in Government and business worldwide (Nguyen, 2020). Therefore, investing in human capital at the micro- and macro-level is a viable investment cautioned that the knowledge and skills could not be sustained without the individual (Almendarez, 2013). Consequently, education is the binding feature for human capital to drive competitive performance.

Understanding Human Capital Approaches

The human capital approach addresses the economic productivity within organizations to its employees. Kucharcikova (2011) expressed that human capital has two approaches: macroeconomic and microeconomic. It must be noted that both the macroeconomic and microeconomic approaches are parallel to business economics (Kucharcikova, 2011). The microeconomic approach is segmented into five subapproaches: (a) business, (b) management, (c) resource, (d) creation of market value,

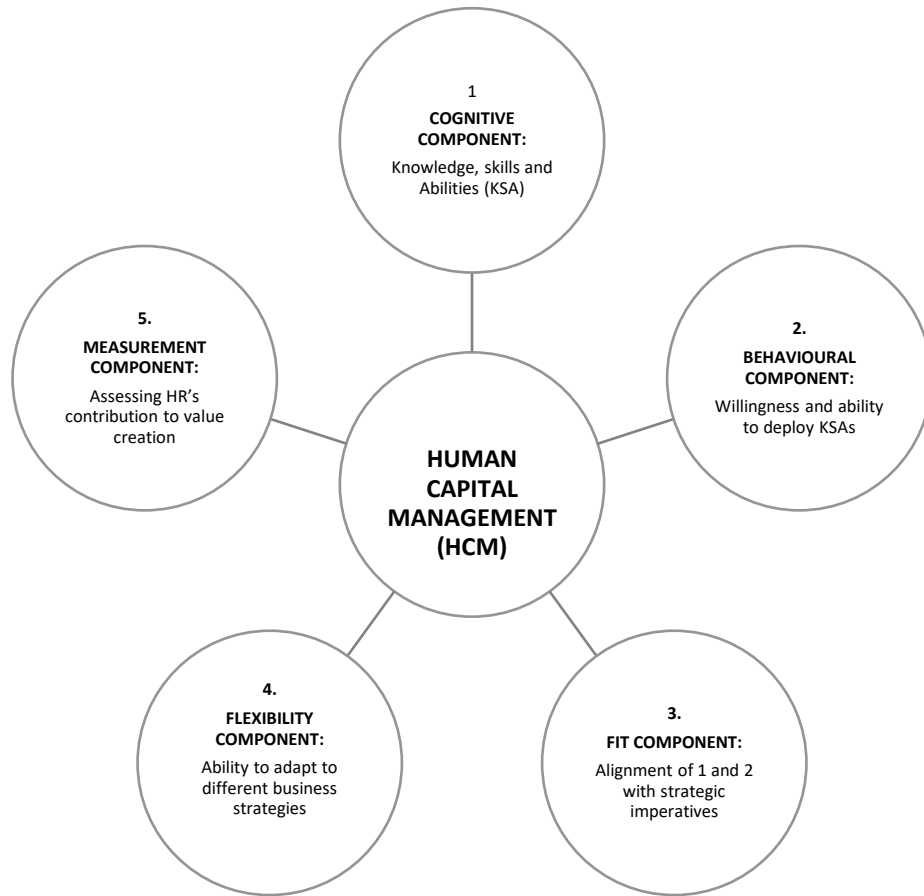
and (e) knowledge management (Kucharcikova, 2011). Alike and Aibieyi (2014) explained that the microeconomic approach under business economics reflects the factor of production. Under managerial view, human capital business resources or assets were the company's market value (Kucharcikova, 2011). Further, the human capital approach augments value, teamwork, and perception amongst individual employees and their overall combined performance (Ndinguri et al., 2012). Notably, the microeconomic approach is the productive arm that propels the organization's performance.

The macroeconomic approach addresses how human capital is constructed. Specifically, the macroeconomic approach is distinguished as one of the factors of production and economic growth sources (Kucharcikova, 2011). Alike and Aibieyi (2014) posit that labor is the pinnacle of achieving economic growth. Therefore, human capital on the supply side encompasses labor, physical and human capital, and the demand side includes consumption and investment (Qadri and Waheed, 2014). Rossi (2018) theorizes that human capital may influence the increase per capita of output through the production process, incentivizing paired inputs' accrual and expediting new technologies' acceptance. To this end, it is necessary to ensure that the labor market has a skilled and knowledgeable labor force to supply the needs of a country across the public and private sectors.

Human Capital Management Strategy (HCMS)

HCMS equips an organization with the ability to achieve a competitive advantage. According to Pasban and Nojede (2016), HCMS improves and sustains an organization's competitive advantage through employee efficiency. Therefore, an

organization will need to ensure that its employee skills are developed to increase customer satisfaction and create a competitive advantage (Pasban and Nojedeh, 2016). Afiouni (2013) proposed five key components that can be considered HCMS (see Figure 1). These components are pivotal to the process of HCM engulfed and aligned to all the business strategies to ensure broadening of scope, deepening of business integration, rigorous measurement, and accountability, and the development of needed consulting and leadership capabilities (Afiouni, 2013). In short, HSMS is the tool used by organizations to enhance their human resources.

Figure 1.*Components of Human Capital Management*

Note. From “*Human capital management: A new name for HRM*” by F. Afiouni, 2013,

International Journal of Learning and Intellectual Capital, 10(1), p 26.

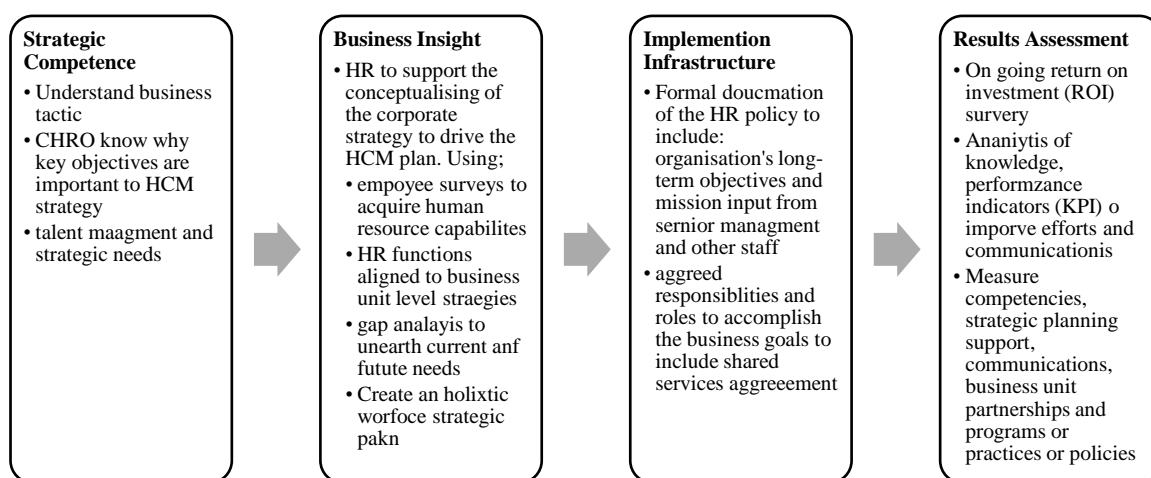
(<https://doi.org/10.1504/IJLIC.2013.052081>). Copyright 2013 by the Inderscience

Enterprises Ltd. Adapted.

The four key HCMS: (a) strategic competence, (b) business insight, (c) implementation infrastructure, and (d) results in assessment shared by Tucker (2018) coupled with the HCMS (Figure 1) contribute to high business results. Tucker (2018) explained that the four key HCM strategies underpin the business objectives through the compensation and benefits, workforce performance and long-term strategy, succession, diversity, learning, retention, and HR technology.

Figure 2.

Human Capital Management Strategy



Note. From "Secrets to success: Human capital management strategy" by E. Tucker, 2018, *Strategic HR Review*, 17(4), p 2-6. (<https://doi.org/10.1108/SHR-05-2018-0034>).

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Human Capital Strategy and Company Policy

Company policies institute limitations, rules, and best practices for acceptable behavior. Therefore, integrating the HCS into the company policy can only be beneficial,

especially to achieve high-level employee engagement and a healthier workforce (Ghosh, 2020). Furthermore, linking HCS and company policy augments the efficacy of the collectivity of demography, psychographic, competencies, and expectations in an organization's culture (Ghosh, 2020). The complexity listed, along with the human capital proficiencies (education, professional skills, expertise, and new knowledge), solidifies the need for incorporation (Hughes et al., 2019). Consequently, embedding HCS into the company policy assures cohesiveness amongst employee engagement.

Hence, flexibility is required to develop an environment that embraces high-level HCMS. To drive HCMS, the organization will need to ensure that its employees have attitudes to facilitate innovation, including motivation, leadership, positive behavioral outlook, creativity, flexibility, adaptability, and intellectual agility (Hughes, 2019). Failure to synergize HCS functional needs will directly influence an organization's ability to achieve sustained institutional objectives (Ghosh, 2020). Any HCS indecision will affect continued employment that may reduce an organization's goals and human capital efforts (Faremi, 2017). Therefore, to control human capital turnover, organizations will need to monitor their HCMS.

HCMS depicts a company's employee satisfaction level. Wan (2007) suggests that employee satisfaction is linked to company policy needed to improve results that contribute to its sustainability (Rehman et al., 2020). Sadq et al. (2020) implied that an organization must create an equilibrium amongst its physical and intangible resources to sustain its competitive advantages. However, a balance of the tangible and intangible

resources will need to be guided by policy to ensure strategic action across the organization.

To this end, the company policy should be the organization's strategic blueprint. Sadq (2020) posits that the physical resources, which contribute to the organization's competitive advantage, should be categorized by these different levels (a) intellectual capital, (b) knowledge capital, and (c) cultural capital. Therefore, policies relating to human capital must address the individualized skills, prospective knowledge, and ability to advance a business's economic value. Finally, incorporating competitive advantage into the company policy will lead to innovation and continuous improvement of its performance (Ngari and Gichira, 2012).

Training and Development

Without training and development, human capital cannot be a contributor to an organization's bottom line. Garone (2020) connotes that training and development are the most effective strategies to narrow the gap in developed economies and aggregate productivity. Similarly, increasing firm-level productivity enhances countries' living standards determined by the GDP per capita governing wages and employment (*The link between productivity growth and living standards, 2000*)—this compelling activity support organizations accessing people with the right skillsets and expertise to meet future needs.

For this reason, the advantage of assisting employees in developing their knowledge, skills, and competencies not only increases job performance but an enabling environment that sustains competitive advantage (Nguyen, 2020). It is also evidenced

that the investments in training and development only advance human capital.

Undoubtedly, the organizations must provide the required ongoing training and support to maintain a skilled workforce committed to driving their mission and vision (Dom and Ahmad, 2020).

Compensation and Environment

Human capital is an accumulated capital associated with costs of living, education, and professional experience. Hence, when recruiting, an employer has a duty to offer appropriate compensation in tandem with the human capital value and its potential rate of return (Kozioł et al., 2014). Further, the employee's potential or currently required competence should also conform to its internal and external environmental needs.

Employees should be paid based on their level of qualification, experience, and job requirements. However, Ramlall (2006) explains that salary increases are not usually aligned with performance. Many employees believe that the current compensation practices do not attract, motivate, or retain employees. Coincidentally, if organizations want to attract and retain high-level human resources, they will need to compensate based on their external environment's prevailing changes (Hamid, et al., 2020). Not aligning performance to compensation will need to change if employees are expected to be committed to achieving organizational goals.

Further, compensation packages must also ensure that the employees' standard of living is improved from being employed. However, Ali, et al. (2020) outlines that employee compensation should merely be based on talent and actual performance. On the

other hand, this would mean that an employee would never be motivated to develop skills and advance in education if ability and performance were the only rationales to treat employee compensation. Therefore, an employee's quality of life outside of work should align with the organizational goals (Turner, 2020).

Job Creation

Capital investment drives economic growth and enhances its employees' standard of living and opportunity for upper mobility. To this end, and in a bid to ensure increased employment to support economic growth, job creation is one of the most topical discussions across countries (Scarpetta and Pierre, 2009). As a catalyst, human capital is dependent on skilled and knowledge about promoting economic growth through job creation. Mukhalipi (2018) asserts that strategies being developed to treat human capital should also address the challenges associated with low labor productivity.

As such, job creation should be viewed as a propeller for an organization's growth strategy to advance its competitive advantage. Pelinescu (2015) reminds us that human capital is a decisive influence on production, hinging on labor productivity and the contributing impact on competitive advantage. Employee performance transforms into competitiveness for organizations (Fine, 2015), dubbed firm-specific human capital (Kryscynski and Morris, 2020). They explained that firm-specific human capital will classify employees as an asset transcending across country earnings that positively affect people's standards of living. Istaiteyeh (2011) underscores that investing in human skills leads to creating jobs that provide economical performance. In other words, the organization must not withhold training and development as a retentive mechanism –

instead, they must see human development as a means of innovation that will create ongoing job creation.

Employee Performance and Retention

The success of an organization through employee performance must be measured to determine their level of contribution. Mohamad (2020) explains that the individualistic properties of human capital in terms of their explicit knowledge and experience cannot be extracted from the individual. A few Caribbean States are unable to determine the proficiency and impact of their intellectual capital (Henry and Watkins, 2013). This has created gaps in the organization's measurement of its human capital. Of great importance, organizations within these Caribbean states are unaware of the linkage between intellectual capital and employee performance (Henry and Watkins, 2013). Therefore, it is paramount for organizations to measure and report on the value of each individual as an intellectual asset (Mohamad, 2020). This value of the intellectual asset is especially paramount with the revolution of information technology.

The difficulty, however, is deciphering the level of intellectual asset employed. Furthermore, the intellectual capacity of human capital cannot be extracted from the source; hence, the retention of critical employees becomes vital since staff and organization performance correlates (Ali, 2020). Fitz-Lewis (2018) reminds that retention of employees has always been an underlining issue for leaders. The loss of talented employees results in the erosions of an organization's quality of service and negatively affects profits. Therefore, the retention process must be embedded in the company policy

and used to sustain institutional knowledge or drive the completion of a major assignment or project (Chagani, 2015).

In the same breath, sustainability and competitiveness are dependent on the organization's retention strategy. Anwar, et al. (2014) believes that the retention of an employee assures competitiveness through sustained corporate performance. If turnover is not contained, it will lead to a loss of institutional knowledge and skills (Aned, et al., 2013). Jundt, et al. (2015) suggest that high staff turnover results from leadership – stemming from their inability to be adaptive and flexible within the realm of environmental needs. Notwithstanding, globalization also affects staff retention by assorting progressions to include aggregated knowledge work, advance technological and rising competition (Fahim, 2018). Developed countries find it difficult to compete for their human capital. Butt et al. (2020) explain that employee retention, especially in highly competitive business sectors, becomes a battle for developed countries leading to a shortage of skilled and trained human capital.

Human Capital Management and Human Resource Management

Human capital management and human resource management operate in tandem. Mayo (2016) connotes that human beings are the most expendable costs; they are the pinnacle for an organization's survival. The rationale for this is that investing in human capital does not guarantee sustained human resources for an organization unless it can retain staff. Siddiqui (2012) explains that human capital and human resources are from two different schools with different points of view. Ayandibu and Abiwu (2020) postulate that human resource is driven by developing specific human capital skills and

training needed for growth-driven environments. Human capital is the combination of both the skills and knowledge to increase worth in the labor market and is crucial in developing any economic sector (Lajili, 2012). Therefore, human resource management practitioners must understand how to manage and sustain human capital.

In a like manner, human capital management should not be confused with human resource management. According to Zakaria (2011), human resources are those productive skills and technical knowledge embodied in labor, the tangible. While human capital is intangible, that enriches the intrinsic value of an individual. Those differentiations that made them unique considered investments rather than expenditures. Zakaria (2011) notes that an organization exploits employees' insights, skills, and experience and transforms them into financial and physical resources to sustain competitive advantage. Hence, a firm will gain competitiveness when it amalgamates its human resource (employees) and human capital (skills, insight, and experience). Human capital is communally complex and problematic to reproduce, if possible, based on its heterogeneous properties (Zakaria, 2011).

To this end, the tools embedded in HRM are vital to ensure the proper selection of staff. The HRM process facilitates the recruitment and selection of the right people for the right job (Alomari, 2020). Kucharčíková, et al. (2015) posits that HRM augments output and promotions morale while decreasing work-related catastrophes, accomplished through HCM. Swapna and Kumar (2020) explain that HCM considers the skills and knowledge investments an organization should make akin to growth and innovation needs. HCM is also associated with resource management, specifically workforce

acquisition and optimization, as a catalyst for continuity (Malik, 2018). Notable, HCM apprehends the social, biological, cultural, and psychological intricacies that evolve through the human interactions within economies (Dirpal, 2020). Hence, both HCM and HRM are needed to sustain an organization's continuity. A skilled and knowledgeable workforce is vital to organizational performance, the influencers to maintain productivity (Swapna and Kumar, 2020).

Combinations of Sustainability Factors for Human Capital Management Strategies

Sustainability is a term used by companies and countries across the world. Dyllick and Muff (2017) connote that sustainability is a substantial strategy and operations influencer. Yet, Moore et al. (2017) posited five components to consider, noting that there is no clear definition in the literature:

- the specific period;
- ongoing strategies to maintain the program, intervention being delivered;
- preserving the behavior change;
- cognisant of the evolution and or adaption of the behavior change may evolve or adapt; and
- the ongoing production of the benefits for individuals and systems.

Emas (2015) added that sustainability is the process of enduring the economy's longevity and environment. They are accomplished by incorporating and recognizing the economy, the environment, and the social issues as stimuli at every stage of the decision-making process. Organizations, mainly in developing countries, due to their unstable economies and inability to manage or accept evolving change, grapple with navigating

these variations (Alomzari, 2020). Change can only be managed by supporting individuals whose thinking and actions are in the pursuit of sustainability. As such, in relation to the role of human behavior (international, national, community, and individual), Mensah and Ricart Casadevall (2019) believe that leaders must be conscious of the associations, supplements, and compromises that exist amongst the environment, the economy, and the society. The process of sustainability must hinge on the interests of human development. Kudo and Mino (2020) note that human beings will need to understand the complexity of developing sustainable actions that can transition and transform through knowledge to respond to sustainability. This is necessary as sustainability stimulates social development enshrined by communities and cultures to attain satisfactory levels in quality of life, health, and education (Mensah and Ricart Casadevall, 2019). Further, sustainability strategies purport an organization's social and environmental duties in relation to product policy and human standards (Hengst et al., 2020). Hence, making it possible for the organization's life cycle to become ever-evolving.

According to Neumayer (2012), human development is the epitome of sustainability as it posits to ensure the continuity of healthy, educated, and fulfilling lives. Sustainability thrives on human beings to protect and preserve their human capital. Kudo and Mino (2020) cautioned that due to related complexities within the sphere of sustainability, social norms, values, and expectations must be considered in human development conditions. If this is true, organizations will need to sustain human development to propel their life cycle. Stewart (2019) adds that life enhancement is the

pinnacle developmental objective to attain a healthy standard of living and economic growth. Hamadamin and Atan (2019) chronicle that the achievement of sustainable competitive advantage (SCA) is embedded in human capital and not in the sum total of its physical resources. Companies will need to ensure that they have advanced level human capital capable of performing efficiently and sustain long-term competitive advantage (Fareed et al., 2016). However, with all its efforts to truly achieve sustainability, the organization will need to develop partnerships with varied stakeholders (internal and external).

Human capital is born from people, and its development is paramount. Consequently, leaders must remain innovative in managing, inspiring, and reassuring employees to engender competitive advantage culture (Hamadamin and Atan, 2019). Widodo and Ali (2015) theorized that human capital is a distinct feature of human resource access by an organization used to create value. Therefore, a cluster of motivated and skilled human resources is part of a company's competitive advantage.

In a complex, challenging, and agile business environment SCA is vital and necessary and can only be attained through the maintenance and development of human capital features. To facilitate SCA, Emeagwal and Ogbonmwan (2018) introduced the following strategies:

- Design an HRM system that seeks to attract, select and train human resources transitioning into human capital (knowledge, skills, and abilities);

- Develop and implement HRM policy that drives positive attitude and behavior through employee motivation, rewards, involvement, and the acknowledgment of employee performance.
- Assure related company policies support sustain the development of human capital comparable to their agile environmental needs.

The above strategies aid the positive progression of the relationship between knowledge-capital results and human capital organization outcomes. Skills and abilities are deemed the key indicators in projecting good organizational citizenship (MacKenzie et al., 2011). Moreover, sustainable competitive advantage is achieved when firms exploit and improve HRM practices to acquire and apply knowledge more successfully than other competitors (Becker, 1997). Hence, communicating effectively with its internal and externals and resounding with their environmental needs posits good organizational citizenship.

Technology and Human Capital Management

Technology has evolved as the bedrock of businesses and countries across the world. According to Olopade et al. (2020), technology has promulgated growth and development in many spheres. Additionally, there has been an increased conversation regarding technology as a stimulant to advance human capital and drive the competitive business environment (Jones and Romer, 2010). Education fuels the knowledge-based economy – even though many scholars have contrasting views on how education will influence economic growth (Jones and Romer, 2010). Nonetheless, Huffman (2020) posits that the evolution of new technology needed to be derived from public and private

research and development investments to answer the environmental needs. New technology will facilitate increased education and skills opportunities, symbolizing consumer preferences in the business environment (Huffman, 2020) underpinned by the influx of online institutions. The management of human capital development will become more accessible, resulting from varied technologies.

No strategy is unscathed from pitfalls or challenges technology or otherwise. Kalitanyi and Goldman (2020) pronounce that the business environment's agility requires dynamic technology and its adoptions. Yet even with its ability to tackle the most pressing challenges, technology presents its own set of risks associated with cybersecurity to data privacy (Yong Kim, 2018). The development policies for sharing the costs of educating and obtaining the benefits of increased technology developments (Sousa and Dias, 2020) and the need to protect data pilferage. As technology also demonstrates substantial progressive influence on economic growth (Sulaiman et al., 2015).

Hence, human capital and technology are essential factors of growth. Sousa and Dias (2020) explained that technology supports organizations gaining a competitive advantage over competitors through the conglomeration of its human capital, technology, and business processes synergies all facets of its strategic business process. Bhuiyan et al. (2014) added that human capital vulnerability due to staff turnover had forced the organization to digitize many of its operations to remain competitive. Organizations should increase technology use to strengthen their competitive capabilities and sustain their competitive advantage for greater profitability.

Trends in HCM Technology

The use of technology to manage HCM is becoming a traditional business practice. Herman et al. (2019) explain that the organizational approach concerning human resources and human capital technology must be synergized to fuel its labor needs effectively. Thus, when organizations invest in human capital technological tools, they must do so in a trajectory of transforming to advance their hires' quality, employee skills toward greater productivity, and strengthen its staff retention strategies (Rao and Varghese, 2009). Equally important, CHROs in their decision-making must be cognizant of the changes and the emerging HCM trends in the environment. The HCM emerging trends (see figure 3) includes: the change in demographics, competition talent, data and analytics, leadership development and learning opportunities, compliance and regulations as well as controlling and containing costs (Brunskill, n.d). These trends must be considered in when designing the HCM strategies.

Training and development to attain technological competent will augur well for business. Hughes et al. (2019) articulate human resource development and human resource management professionals need to comprehend the proficiencies and resources to achieve coherence and equilibrium amongst people and technology. Therefore, the use of human resource information systems (HRIS), learning content management systems, learning management systems, and talent management software have emerged as a vital tool in sustaining and developing the workforce (Zehir et al., 2020). However, the usage of technology as a training and development tool will present its challenges. This will include the disparity between developing, developed, and business in first-world counties

to convert economic performance into profitability (Tse and Hung, 2020). Coupled with the need to preserve human capital to improve customer experience and business performance, the organization thrives on achieving and maintaining a competitive advantage (Fareed, 2016). Therefore, the onus will be on the private sector's CHROs to balance technology, training and development, and productivity.

Figure 3.

HCM Emerging Trend

Changing Demographics	Competition Talent	Data and Analytics	Leadership Development and Learning Opportunities	Compliance and Regulation	Controlling and Containing Costs
<ul style="list-style-type: none"> • aging and living longer workforce • muligen workforce • Increased diversity employers requiremens 	<ul style="list-style-type: none"> • increased competition in the job marketplace • candidates have more options due to labor migration candidates consider other factors ie brand and identity, work-life balance, benefits and socially responsible 	<ul style="list-style-type: none"> • increased demand for the usage of for evidence-based tool in human capital management 	<ul style="list-style-type: none"> • increased demand research-based leadership programs for professional development. • introduction of learning programs to drive employee engagement 	<ul style="list-style-type: none"> • Stronger laws regarding employment, information privacy, equal opportunity, labor practices, and more are constantly changing 	<ul style="list-style-type: none"> • implementation of technology solutions strengthen HCM practices and minimize costs instituting strategic HCM plans that are better aligned to core goals

Note. From "Human capital management" by V. Brunskill, n.d, Tech Target.

(<https://searchhrsoftware.techtarget.com/definition/human-capital-management-HCM>).

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Benefits of Human Capital Management (HCM) Technology

The use of technology has advanced and harnessed business processes and effectiveness across the world. According to Brown (2019), the inconsistency in growth rates across developing countries has contradicted the conclusion that businesses will only require access to global markets and knowledge to survive. Further, as the workforce becomes increasingly mobile, the loss of human capital is inevitable. Kapoor (2020) cautions that technological variations in the production process disrupt the workforce. Zehir et al. (2020) posited that human capital can be institutionalized using technology to benefit the business. Using technology, businesses can:

- Create an enabling work environment that propels innovative and knowledge-based organizations (Cascio and Montealegre, 2016);
- Supplement organizational work-design variations produced by technology enabling productive and advanced managerial environment (Soosay et al., 2016);
- Augment effectiveness cost control across the business processes (Kapoor, 2020);
- Support organizations in supplying state-of-the-art human resource management services, and reduced costs (Macke and Genari, 2019);
- Establish a technologically driven workplace (Cascio and Montealegre, 2016);
- Minimize arbitrator roles allowing the human resource practitioners to focus on strategic planning to greater organization and development of human resource (Macke and Genari, 2019);

- Improve decision making with more comprehensive robust data management (Brous, et al., 2016);
- Achieve quicker response times and improved human resource service quality (Macke and Genari, 2019);
- Facilitate long-term forecasting to effectively manage labor supply and demand (Macke and Genari, 2019);
- Facilitate adequate knowledge and skill management to inform training and development needs (Li and Herd, 2017); and
- Foster innovation and agility for individuals and organizations in achieving and exceeding performance goals (Li and Herd, 2017).

Technology has benefitted many organizations to become more cost-efficient and produce at higher levels. As evidenced, technology has supported the evolution of human capital management and the opportunities to advance individuals and organizations (Li and Herd, 2017). Human capital management methods are more sustainable through more coordinated and cohesive human resources management (Doseck, 2012). Equally important, it is an intangible resource and a crucial element to achieving sustainable competitive advantage Sohel-Uz-Zaman et al. (2019). Therefore, recognizing a link between human capital, business strategy, and technology is exponential. As such, technology in HRM, due to its role in enterprise management, expands an organization's life cycle, considering that challenges in its execution be stimulated by performance expectancy (Fobang et al., 2019).

Creating Superior Firm Performance With Human Capital

There is a plethora of existing research positing that human capital has a significant role in an organization's value creation. However, organizations will need to find strategies for acquiring competitive advantage and superior performance to combat human capital mobility (Kowalski and Loretto, 2017). To achieve a competitive advantage, organizations must invest in a specific human capital role and functions (Esho and Verhoef, 2020). The complexities of human capital management are many; however, the gains sustained creates superior firm performance. Esho and Verhoef (2020) explain that human capital cannot be separated from employee mobility as garnered knowledge and skills are not transferable.

To this end, the onus is laid on organizations to invest in their human capital training and development. Specific by their readiness level and training and developmental needs transferred (Esho and Verhoef, 2020). However, Coff (2015) refutes firm-specific human capital, dubbing it as exploitation – unless the organization initiates institutional arrangements in the best interest of the employee. These arrangements would include severance pay, lifetime employment, internal job ladders, career paths, seniority rules, and direct and formal control rights (Blair, 2003). She also believed that employees would be disadvantaged, as they would be giving up their competitive advantage and mobility. Conversely, companies are also at a disadvantage as employees trained with firm-specific skills can hold the company at ransom or, worst, sabotage growth and productivity (Morris, et al., 2017).

In any event, the unwillingness to develop stems from the impracticality of mobilizing the human capital investment. Coff (2017) posits that the organization and the employee must invest collectively in specialized skills explicit to its business operations. Understanding that its employees do not practice the firm-specific skills and knowledge is the employee's willingness (Morris, 2017). Coff (2017) professes that firm-specific human capital is profitable for both the employer and the employee. He inferred that any resource's value is attributed to individuality, scarcity, and incomparability, which, if extinct, assumes sustained competitive advantage status. The ability to augment and sustain an organization's performance hinges on the resource-based theory (Coff, 2017). Therefore, the burden of loss when discussing training and development will be borne on the investor, the organization, or the employee.

Admittedly, organizations must create extinct human capital to produce superior firm performance. Chatterjee (2017) illustrates that organizations have found creative ways to generate a more definite competitive advantage by upgrading their human capital through internal learning, even in developing countries. Postulating that on-the-job training and peer understudying inculcates a business environment that can be easily replicated just by reading or using one individual but requires institutional knowledge (Wang and Cuervo-Cazurra, 2017). Another form of human capital development tactic is collaborating by developing joint ventures with foreign partners to acquire internal operational skills, including research and development. Bolstering production increases innovation, leading to product or capital diversification (Wang and Cuervo-Cazurra, 2017).

Of importance is that competitive advantage is an amalgamation of varied resources that includes human capital. Leiblein et al. (2017) connote that consideration should be made regarding inter-firm heterogeneity in productive resource endowments when addressing competitive advantage. Indeed, significant research duplicates the continuous necessity to shape and improve precise theoretical characteristic that contains heterogeneity as a competitive asset advantage (Coff, 2017). Organizations will need to define their competitive advantage and their drivers.

An organization achieves competitiveness when one of many of its business processes cannot be replicated. Therefore, Coff (2017) introduces the strategic factor market (SFM) competitive advantage as the tool to augment human capital for the creation of competitive advantage (see figure 4). SFM model, as depicted in figure 4, is the acquiring strategic resources needed by an organization to execute a business strategy (Esho and Verhoef, 2020). SFM model, as a competitive advantage strategy, discovers ways to drive competitive heterogeneity outcomes from organization behavior to appeal to market conditions (Laode, 2018). Further, SFM considers the strategy employed to forecast an organization's ability to secure profit from resources acquired (Esho and Verhoef, 2020). Two possible conceptual barriers of SFM when contending with human capital are:

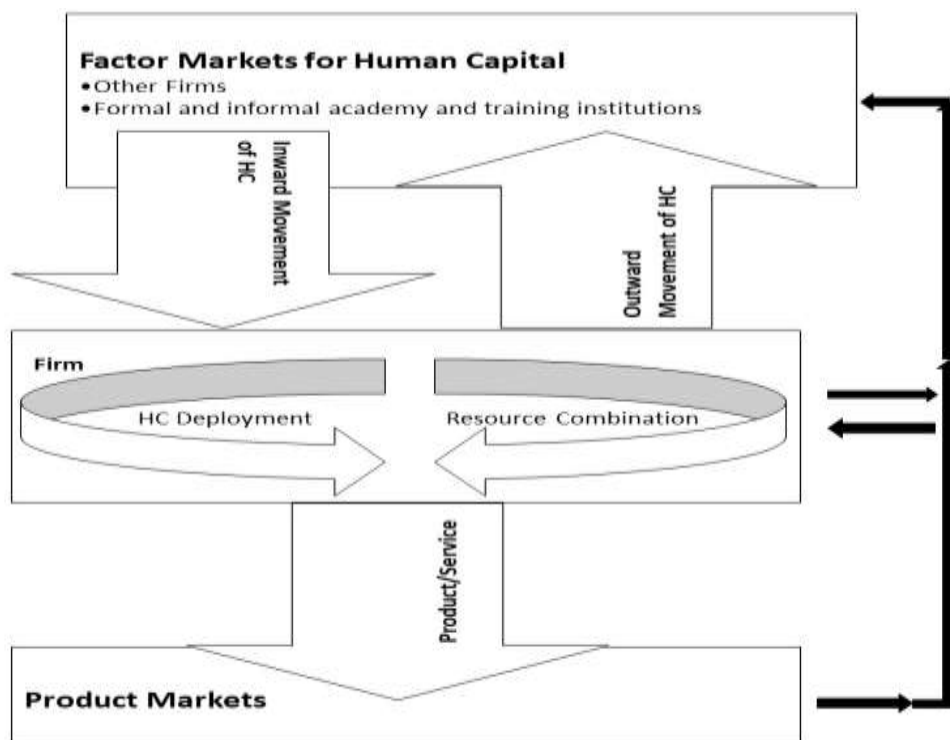
- computation of profit from resource acquisition as employees cannot be separated from their human capital, that is, knowledge, skills, abilities, and other characteristics of individuals (Wang and Cuervo-Cazurra, 2017); and

- difficulty and the diverse ungradable opposition that may present from the various amalgamations of human capital within an organization. (Wang and Cuervo-Cazurra, 2017); the mix of complex knowledge, skills, abilities, and other characteristics of individuals (KSAOs) at different levels for the economic benefits of the organization and the individual (Esho and Verhoef, 2020).

Human capital is a personal asset that cannot be traded in SFM, a source of competitive advantage drawn on individual KSAOs for a specific organization or industry. However, both the organization and its employees have a bilateral monopoly with significant associated costs (Wright et al., 2014). Competitive advantage has evolved as the ex-ante differences in information and complementary assets when dealing with human capital (Wright et al., 2014). Similarly, organizations are not heterogenic in their business process in their specific learning ability. Hence, even in utilizing SFM, the capability to incorporate new information to acquire an asset in a factor market must be considered (Esho and Verhoef, 2020).

Figure 4.

SFM Model of Competitive Advantage



Note. From "A holistic model of human capital for value creation and superior firm performance: The Strategic factor market model" by E. Esho & G. Verhoef, 2020, *Cogent Business & Management*, 7(1), p. 8. (<https://doi.org/10.1080/23311975.2020.1728998>).

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General Systems Theory (GST)

General systems theory (GST), conceptualized by Von Bertalanffy (1973), aimed to understand all facets of the organization as an individual and subset of the whole organization. This was accomplished by recognizing the importance of organizational networking within the external environment (Von Bertalanffy, 1973). Boulding (1956)

was also a contributor and hypothesized that GST's objective was to identify the similarities that existed in the theoretical construct of varied disciplines and then developed theoretical models of applications that could work in tandem—a knowledge was not geminated in isolation of its social organization. Hence, the positing specialized learning amongst various disciplines engenders greater uniformity in a process based on discipline utility and contribution (Boulding, 1956).

Accepting GST presents a systematic framework for human capital management (HCM). Lewin (2020) connotes that GST as Systems Theory takes the view of Gestalt Psychologists that the whole is greater than the sum of its parts. Yan et al. (2020) expounds on the significance of integrating GST into HCM due to its complex properties and economic efficiency to achieve improved performance. These are necessities for an organization to consider each element of its human capital. On the condition that non-summativity is greater than the individual's specific knowledge, skills, and abilities (Turner, 2010).

The integration of GST facilitates organizations accessing an in-depth understanding of the complexities of its environments. GST configurations diverse levels of performance, enabling the development of HCM through HRM (Turner, 2010). Kast (2020) posited that organizations must undertake three levels of analysis: the environment, the social organization, and the level of the subsystems. Therefore, an organization must put systems in place to drive its existence, looking at its facets. Lai and Huili Lin (2017) posits that an organization must possess the following abilities:

1. Be adaptive - open exchanges with the environment to attain the required resources needed to preserve its existence;
2. Be goal-driven – utilize resources to achieve outcomes as determined with its environmental goals, and
3. Maintain pattern and integration - concentrate on managing the improvement and sustainability of its identity and purpose through its internal systems.

The GST approach augments organizational growth and its ability to sustain profitability (Chakraborty and Biswas, 2020). As such, management systems and their many internal subsystems must always align. The more an organization evolves, the more it galvanizes other processes converting inputs into outputs (Lai and Huili Lin, 2017). These interrelationships can balloon into complex events leading to unplanned consequences due to one organization's subsystem (Sayles, 2017). Further, no organization can operate or exist in a vacuum – it must depend on its internal and external environment to function as an economic system and society (Chakraborty and Biswas, 2020).

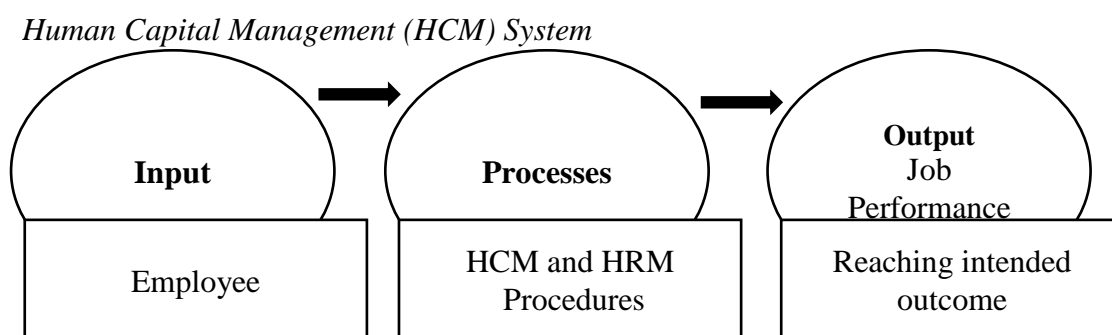
Relationship Between Human Capital Management and General System Theory

HCM guides the process of obtaining, analyzing, and reporting on information regarding its HC investments. The HC investments are directed based on the combined value-added effort of its human capabilities to achieve significantly higher performance levels (Boon, 2018). GST has some key models that have been incorporated with various human capital systems and organizational strategies to attain goals and higher performance (Boon, 2018). It should be emphasized that an organization is a system with

goals and objectives. Amagoh (2016) suggests using GST to discover an organization characteristic relating to acquiring input from the environment converting these inputs into outputs for an external system (see figure 5). Hence, the interconnected constituents of an organization's human capital must work together to achieve the organizational goals while still existing in its environment.

Illustrating an organization's factors based on its design (employees, machines, raw materials, and human capital) based its operations. Reductionism proclaims that garnering information on a new phenomenon is the most advantageous when investing organization performs (Alsabbah and Ibrahim, 2014). As such, the use of GST in HCM provides practitioners with the latitude to focus on the relations between all the facets and the makeup of its human capital (Alsabbah and Ibrahim, 2014). Hence, instead of decreasing the organization's human capital, GST focuses on planning and associations.

Figure 5.



Note. From "Human resource management systems and firm performance" by K. L.

Ferguson and T. G. Reio, 2010, *Journal of Management Development*, 29(5), 471–494.

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Understanding each element and role-based on goal and objective will lead to better business decisions. The HCM system (figure 5) shows the formation of input through a group of well-defined, unified sets of actions and procedures to attain the outputs of employee competence and the result (Mathew, 2019). GST aids the practitioner in focusing on the positive outcomes of HCM when reviewing employee outcomes against an organization's overall performance (Alsabbah and Ibrahim, 2014). Boon et al. (2017) theories that GST scope the HCM methodologies against the backdrop of the human resource system in places and its subsystems (recruitment and selection, training, compensation, and evaluation practices). Hence, GST determines the configuration theories of HCM and its ability to examine individuals' KSAOs and their collective alignments, to control and commit to the HCM systems (Boon, 2017; Alsabbah and Ibrahim, 2014; Mathew, 2019 and Amagoh, 2016). Resulting in higher levels of organizational performance with GST and HCM. Hence, achieving the organization's objectives through business strategy accredited to its core competencies attained through its unique competitive clusters HC (Boon, 2017).

General Systems Theory Implications for Human Capital Management

GST facilitates the exploration of human capital based on its functions. Hunter (2012) affirms that the GST methodology has been influential in advancing the functions of HCM. The HCM functions include workforce management, optimization, and talent management (Kalitanyi and Goldman, 2020). GST augments HCM in addressing and understanding employee capability as part of the production and service delivery process (Hunter, 2012).

In addition, GST offers strategies to measure varied elements of human capital management to determine competency and gaps in areas such as employee performance, HRM practices, and employee competence (Abugre and Nasere, 2020). GST allows HCM to examine an organization's micro-level to understand how management practices either hamper or strengthen its growth and development (Chikere and Nwoka 2015). To this end, GST has augmented the output of HCM and its ability to drive organization productivity while creating and sustaining its competitive advantage in a fast-evolving, complex and chaotic business environment. (Houghton, 2017).

Social Change Theory (SCT)

Heeding the call for a more in-depth understanding of social change theory as the source to supply human capital that drives sustain profitability. Marx (1973) designed SCT to create a balance of productivity and labor as a means of production. Westra (2017) connotes that labor-power is a commodity for human economic life as a self-seeking proclivity to boosting profits. Discussing SCT through the lenses of HCM highlights the unique perspective of developing professional skills and striking a sense of stronger identity, finding continuity and commonalities within the business environment (Manuti et al., 2017). Further, the organization's perspective views communities as drivers of the human capital management strategy, from starting new business lines to solve problems quickly and share best practices through social change (Muñoz-Pascual et al., 2020). Thus, human capital is a determinant of labor erected through social change.

The need for social change as a driver for positive human capital development is vital for organizational continuity. Stephan et al. (2016) cautioned the advancing

organizations to be concerned with how their decisions affect the external environment. They explained that social change is a deterrent for organizations' profitability, stemming from its internal practices. In any case, Stubbs (2019) posits that an organization can achieve sustainable profits if synergies environmental and social performance, accountability, and transparency. In doing so, the organization would be operating holistically by addressing its operational needs without comprising social responsibility. Socially responsible is a vital component for sustained profitability in business. Integrating business practices' social and economic aspects will facilitate sustainable innovation initiatives (Stubbs, 2019). Skinner (2014) explains that globalization has the necessity need for an organization to conform to social change to remain viable. Especially in third-world countries where organizations are required to change company policy to not infringe on labor laws.

Social Change Theory a Determinant of Human Capital Management Strategy

Human and social capital have stimulated noteworthy attention in human capital management, as their interrelationships are vital for organization performance. To illustrate, human capital is a personal investment in knowledge and skills with anticipated yields in the marketplace. Social capital is an investment in social relations with predictable returns in the marketplace (Sharma, 2014). Therefore, human capital and social capital must work in tandem to yield mutual financial benefits. Sharma (2014) explains that the organization evolving external environment has pushed the focus on the need to manage human capital to foster continuous learning. A knowledge of human resources augments productivity through innovation. Social capital fosters economic

growth. In effect, the quality of the workforce creates a scarce strategic resource that leads to competitive advantage (Sharma, 2014). Furthermore, human capital is valuable, rare, inimitable, and nontransferable resource and the construct of an organization's core competencies (Lamy, 2014). It is through human capital that sustainable competitive advantage is cultivated.

It is evidenced that employees (human capital) retain the knowledge of the organizations and its tacit knowledge and internal and external relationships (Houghton, 2017). Therefore, human capital management through social change is vital to achieving superior performance (Boon, 2018). Fundamentally, retaining human capital is central as organizations position their credibility and competence (Fitz-Lewis, 2018). To this end, human capital needs to be monitored and evaluated to ensure its sustained value.

Conversely, an underdeveloped and unmaintained human capital is unprofitable and counterproductive. Almendarez (2011) encourages organizations to invest in their human capital to stimulate innovation. Lamy (2014) stresses that human capital can become archaic and useless if no meaningful investment is continuously made to inject new knowledge and skills. The business environment is agile, and human capital management strategies must be designed to sustain its competitive advantage.

The "Fit": Achieving Sustained Profitability

Businesses should not use profitability to measure sustainability, as it hinges on the environment, the economy, and society. Nunes et al. (2012) explain that an organization instituting sustainability as a strategy must consider the risks to anchor the necessary actions of environmental, economic, and social needs. To include shareholders'

commitment to including profitability is paramount to remain a sustainable entity (Žukauskas et al., 2018). In addition, the CHRO will need to balance social responsibility and shareholder obligations to achieving sustained profitability. Therefore, the organization's ability to grow will determine its ability to support the needs of both its internal and external environment. Underpinned by its core mandate to represent the interests of shareholders in achieving and maintaining profits (Žukauskas et al., 2018). CHRO must be cautioned that the use of other indicators to include profitability and productivity in the first might be unrelated to the persistence of growth (Léon, 2019)

Maury (2018) suggested that sustained profitability is attained from sustained competitive advantage sourced from the organization's resources, maintaining market share stability and overall performance. Therefore, the need for balance becomes paramount in the achievement of sustained profitability. Figge et al. (2002) propose correlating the operational and non-financial corporate activities within the organization's long-term strategy using the Balanced Scorecard. The Balanced Scorecard would support all organizational events' orientation and control to confer their particular strategic significance (Figge, 2002). Sustained profitability is determined as a critical success factor. For this reason, the sustainability of organizational success rests on its ability to produce, advance, and apply all of its unique resources and capabilities into profits (López-Cabarcos et al., 2015). However, as noted by (Ghezzi and Cavallo, 2018; Margaretha and Supartika, 2016) this cannot be garnered through generalization; each organization must context its situation based on:

- determining optimal trade-off between growth and sustained profits,

- the position on both its product and its stage in the growth cycle
- its micro and macro environment and in terms of availability of capital, market dynamics, competition
- the preferred strategy for driving growth and development preconditions economic growth, human capital, innovation, and technological change

As such, every organization thrives to sustain its profit by maximizing all assets to propel its growth.

The Jamaican Context

Jamaica is classified as both a developing and a third-world country. According to the United States Agency for International Development (2017) Jamaica, has low growth, substantial dependence on tourism and remittances, high exposure to external shocks, and a high level of debt. Though also listed as an upper-middle-income country with a high human development ranking as recorded by the United Nation's 2016 Human Development Index (United Nations Development Program, 2011). Jamaica is the largest English-speaking country in the Caribbean with a population of approximately 2.8 million and reclassified as a lower-middle-income country with a mean gross national income (GNI) of US\$7,310 per capita (World Health Organisation, 2005). As noted by Vision 2030 Jamaica (2010), human capital is the key contributor and most advantageous country's attributes. However, the United States Agency for International Development (2017) reported that Jamaica has a low level of growth resulting from low labor productivity, which requires human capital development. Therefore, Jamaica will

need to increase training opportunities to cultivate an emerging and agile workforce to drive the country's prosperity and competitiveness.

Human Capital in Jamaica

Human capital is one of the drivers of growth for Jamaica. As such, the Jamaican Government aimed to strengthen its workforce to become a first responder to the demands of its evolving economic and financial sectors (Vision 2030 Jamaica, 2010). In doing so, the Government has sought to strengthen its human capital development supported by US\$140 million financings from the World Bank (Trotsenburg, 2019). The augmentation of human capital through training can only be beneficial as the country grows and develops.

The significant difference between developed and developing countries is the rate of progress in human capital. The private sector also has a responsibility to advance human capital through training and development programs (Mooney, 2018) to propel economic growth. The private sector is responsible for offering training and developing opportunities to employees (Mandourah, et al., 2017) to strengthen organizational performance. Further, the private sector provides approximately 90% of employment in developing countries (International Finance Corporation, 2013). To ensure that training and development programs are instituted to advance their human capital to support increased performance.

The Government alone does not have the resources to strengthen human capital development to be responsive to the environment. The economic hardships facing Jamaica for decades resulted in higher incidences of criminal activities spiraling elevated

emigration (Harriott, 2016). Further, globalization has resulted in the loss of skilled labor force to the United States and the Canadian markets (Organisation for Economic Co-operation and Development, 2016). Hence, the Government of Jamaica impressed organizations to foster higher investments in human capital development (Patterson 2018). Patterson explained that doing so ensures institutional knowledge fosters succession planning and increased productivity and service delivery. A skilled and educated workforce will lead to higher levels of innovation, especially in this technological era.

Jamaica is also faced with inadequate and dated labor laws affecting its workforce. Betcherman (2019) explained that Governments try to implement laws and regulations to improve the labor market. However, these laws can become controversial, especially in Jamaica, where many laws are based on British legislation (International Labor Organisation, 2017). Tennant, et al. (2016) explained that the percentage of the total working population unionized in the sector is low and does not benefit from the current labor regulations. They expound that this issue creates inequality and unfair dismissals affecting labor productivity, with falloffs averaging 1.3% annual rate over the past thirty years (Di Bella, et al., 2013). However, beyond legislation issues affecting human capital development, the lack of an educated workforce is severely hampering the private sector development in the country (Robak, 2015). Albeit, the human capital in Jamaica, is considered needing development and will require strengthening through the support of the private sector if it seeks to attain sustained profitability.

The Characteristics of the Private Sectors

The private sector is a cluster of corporations, associations, and individuals who have entered into business to profit. These companies invest and employ strategies to enter into lucrative capital activities that will provide a high return on their investments, often in partnership with other private CHROs (*Organisation for Economic Cooperation and Development, 2016*). In Jamaica, the private sector also supports social activities, usually by setting up foundations or welfare departments. Panadeiros and Benfield (2010) add that the private sector, through the establishment of the foundation, has supported social efforts to strengthen the social sectors of Jamaica. The overarching characteristics of the private sector are to generate profit. Zulkhibri (2018) believes that this can only be achieved through the investment of produce wealth and fuelling economic growth. However, private companies cannot sustain an environment that does not provide them with the tentacles to thrive. For this reason, London, et al. (2010) drives its enterprise with a mindset to create profits while providing jobs, income, and wealth for the economy in which it resides.

The private sector is designed to strengthen its ecologies. Miller, et al. (2019) connote that the private sector is constructed to aid long-term economic growth and development. Hence, the advancement of private organizations is fundamental to a countries growth and economic policy (Mooney, 2018). As such, (Robak. 2014) suggested the following roles played by the private sector (see Table 1):

Table 1.*Characteristics of the Private Sector*

Private sector characteristics	Efficiency and effectiveness
1. Goals and objectives	<ul style="list-style-type: none"> - Sets fewer goals with more focused objectives - Quick to alter strategies to meet goals
2. Market/stakeholders	<ul style="list-style-type: none"> - Manage time and cost for efficiency - Limited agreement needed to make decisions - Promote and expand existing businesses - Address inefficiencies in the local economy - Support community development
3. Constraints	<ul style="list-style-type: none"> - Faster and more focused strategy development and implementation - Higher-levels of innovation
4. Innovation	<ul style="list-style-type: none"> - Encourage research and development - Higher levels of product and service diversity - Greater ability to develop and maintain infrastructure and services
5. Information for decision making	<ul style="list-style-type: none"> - Targeted outcomes - Higher-Levels of data collection and management - Higher-Levels of data protection - Greater Forecasting
6. Decision making	<ul style="list-style-type: none"> - Targeted decision aligned to agreed goals and outcomes - Flexible and agile - Targeted investments
7. Budgeting	<ul style="list-style-type: none"> - More significant management of returns akin to spending - Budget aligned to future expected demand. - Higher salary and fringe benefits
8. Employee motivations	<ul style="list-style-type: none"> - Greater training and development of its employees - Support human capital development - Greater opportunity for upward mobility

Note. From "*Private sector business principles to embrace - and to avoid - in planning and managing our public sector assets*" by A. Robak, 2015, Conference: International

Conference on Managing Pavement AssetsAt: Washington DC. p 5.

(<http://hdl.handle.net/10919/56428>). Copyright by the 9th International Conference on Managing Pavement Assets.

In Jamaica, several stakeholders who act as advocates and liaisons for several hundred organizations support the private sector. According to Tomlinson (2017), these six major stakeholders support the Jamaica Private Sector:

- Private Sector Organisation of Jamaica (PSOJ) - The PSOJ was established in 1976 to provide a supportive environment for businesses to work together, even though competitively, while sustaining growth and has over 274 members. (Private Sector of Jamaica, n.d.).
- Jamaica Manufacturers' Association (JMA) – The JMA, since 1947, has been acting as the advocate for the micro, small and medium enterprises (MSMEs) exporters, manufacturers (Jamaica Manufacturers and Exporters Association, n.d.)
- Jamaica Exporter's Association (JEA) - The JEA is situated under the JMEA and is mandated to aid the growth and development of non-traditional exports in Jamaica (Jamaica Manufacturers and Exporters Association, n.d.)
- Jamaica Chamber of Commerce (JCC) – has been in existence since 1779 with a mandate to protect the interest of its members in the industrial and commercial community (Jamaica Chamber of Commerce, n.d.)
- Small Businesses Association of Jamaica (SBAJ) – activists for small business in Jamaica impelling government policy decisions (Small Businesses Association of Jamaica, n.d)
- Micro, Small, and Medium-Sized Enterprises (MSME) Alliance represents over 300,000 MSMEs in Jamaica and the Caribbean. (devex, n.d.)

The Jamaican private sector has an established supportive network that encompasses both non-for-profit companies and government entities. Tomlinson (2017)

highlights that the private sectors have a coordinated network propelling its interests and added the following three companies that support the private sector industry:

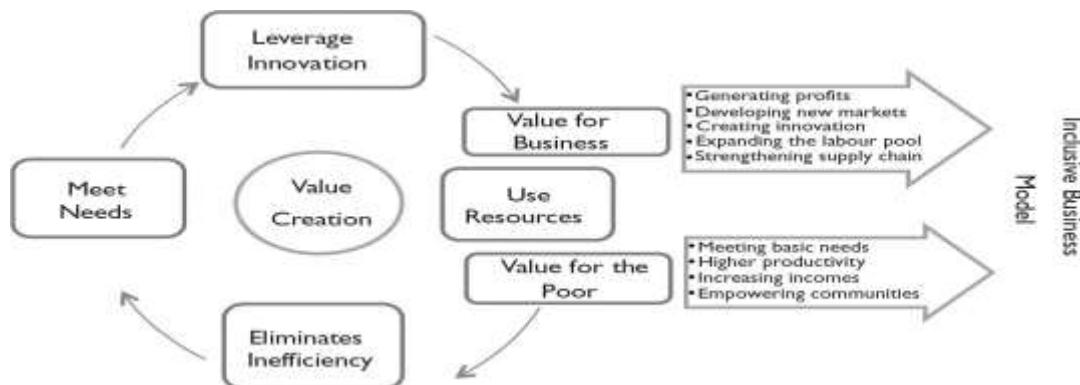
- Shipping Association of Jamaica (SAJ) - formed in 1939 SAJ is listed under the Trade Union Act of Jamaica and works with Government agencies and the private sector to encourage sustainable growth and development in the shipping industry (Shipping Association of Jamaica n.d.).
- Jamaica Society of Customs Brokers (JSCB) is a government entity designed to provide an equitable revenue collection, protect Jamaican borders against illicit imports, and facilitate trade (Jamaica Society of Customs Brokers, n.d.).
- Customs Brokers and Freight Forwarders Association of Jamaica (CBFFAJ) – established in 1966 (Bryan, 2016) in authorized by the Jamaica Customs Agency (JCA) as the customs brokers with responsibility for managing the clearance of goods on behalf of importers and exporters (Jamaica's Port Community System, n.d.).

Private Sector Engagement

The role of the Jamaica private sector is expansive, including engaging in the promotion of the interest of donors and others to work in the environment. The OECD has posited that private sector engagement must focus on supporting the countries' development goals in which they reside (OECD, 2016). This inclusive business practice is needed to facilitate the private sector's ability to sustain and generate additional economic opportunities (Gradl and Knobloch, 2010) as an equal partner with finance, ideas, and capacity (OECD, 2016). Therefore, to sustain its life cycle, the private sector

has a collective must consider the interests of the external environment. In other words, the private sector cannot operate in a vacuum consideration must be given to what is happening outside of internal operations. Private sector engagement is akin to these five patterns: knowledge and information sharing, policy dialogue, technical cooperation, capacity development, and finance (Di Bella, et al., 2013). This approach often leads to cross-sector development partnerships that augment the company's developmental interest, i.e., a domino effect. Kindornay, et al. (2014) explain that when the private sector sees itself as a key benefactor as a driver of its existence, it shares its power, expertise, and finance to address global challenges.

Therefore, a company that thrives on sustainable profits must see itself as a company that promotes corporate social responsibility activities. OECD (2016) connotes that companies that take a keen interest in reacting to societal expectations community a sense of loyalty to their stakeholders. Private Sector engagements do not negate the overarching company goal of being a profit-seeking entity; instead, it cements its ability to survive in its business environment and so used corporate social responsibility activities to earn competitive advantage status (Donovan, et al., 2018). They further posited that the private sector supporting countries' developmental goals would be engendering stronger infrastructure, human capital, etcetera for its advantage (see figure 6). Hence, the role of the private sector is not inclusive; if they want to sustain profits, they must be willing to aid in the growth and development of the environment from which they receive wealth

Figure 6.*Basic Components of Inclusive Business Model*

Note. From "Rethinking the Catalytic Role of Private Sector for Inclusive Growth" by M. Zulkhibri, 2018, *Journal of Development Policy and Practice*, 3(1), p 51 .

(<https://doi.org/10.1177/2455133317737937>). Copyright 2018 SAGE Publications India

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Challenges Faced

Although the private sector has a network of support, its members still face challenges. Quartey, et al. (2017) explains that private companies have difficulties accessing adequate levels of financing, especially in developing countries. Many privately-owned companies in Jamaica have reported difficulties accessing credit to finance their growth strategies (Panadeiros, 2010). There are also complaints regarding the high cost of utilities. Compared to other Caribbean countries and across the world, Jamaica's electricity tariff was higher (The World Bank, 2019). The difficulties identified will certainly impede existing privately-owned companies from growing and new companies from entering the private sector in Jamaica.

The inability to grow and develop the private sector is of concern as it propels sustainability. Vaes and Huyse (2015) expound that the private sector augments economic growth as resource providers through capital and financial investments, supports human capital development through training and development opportunities, and drives job creation initiatives. Therefore, if not encouraged to sustain its profitability, the failure of the private sector could have a deleterious effect on the economy. Crime and corruption are the two most significant plaques affecting the private sector in Jamaica. Harriott and Jones (2016) chronicle that crime is the central public safety concern and is becoming a threat to the country's human and economic development. The IMF (2019) connotes that for Jamaica to improve and revitalize private sector activity, the Government will need to institute strong measures to reduce acts of crime and corruption. According to Harriott and Jones (2016), the crime cost in Jamaica is at least 3.7 percent of Gross Domestic Product (GDP), and this estimate does not reflect the impact it has on businesses. The IMF (2019) concludes that crime and corruption are diminishing factors for growth in Jamaica. Hence, it can be safe to connote that to sustainable profits, the private sector member would need to consider a cross-sector development partnership approach.

It must be noted that crime and violence are not the only factors hampering the private sector in Jamaica. According to Rogers and Atherley-Ikechi (2016), the Jamaica private sector is also affected by:

- Poor regulatory quality and high collateral requirement – stifles entrepreneurship and interest to enter the market;

- Fragmented institutional support for business innovations;
- Informal sector (unregistered companies) – the inability to effectively monitor and evaluate the competitive landscape;
- Workforce capacity deficit –inadequate human capital development;
- High tax rates and complex policies;
- Customs and trade inefficiencies - limited export innovation and
- Poor and costly infrastructure – information technology, roads, etc.

Zulkhibri (2017) explains that the private sector plays a significant role in sustaining the national income in many countries as the major employers and job creators. Hence, despite the challenges, the Jamaica private sector members will need to earn sustained profits to fully remain a viable contributor to economic growth and development as it fulfills its profit-seeking obligations to its shareholders and stakeholders.

Transition

Section 1 is an overview of the background information regarding the business problem selected for this study. I presented a statement of the business problem and the purpose of the study. Section 1 also contains the proposal used, qualitative research methodology and the descriptive multiple case study design to investigate human capital management strategies to sustain profitability of private sector companies in Jamaica. A review of the literature comprised various views associated with human capital management strategies and their impact on sustaining profitability. The review also

included examining human capital through a Jamaican context that provided a suitable foundation for the researcher to consider the sustainability factors highlighted.

Section 2 contains the purpose of the study and detailed descriptions of the research study process. The process entailed the research method and design, the role of the researcher, and the population and sampling approach. Section 2 also articulates the data collection and analysis process and other characteristics. A constituent of section 3 is the discussion of the findings of the study and the application of the professional practice. Section 3 also displayed the implications of the findings for social change. This section concludes with the recommendation for action and further research and reflection on these research experiences.

Section 2: The Project

Section 2 includes an explanation of the rationale of my study and the research process, and provides information on the strategies, processes, and techniques that supported my study. Section 2 discusses in detail the role of the researcher, the participants, the research method and design, including the study's population, and the means for assuring the study adhered to ethical guidelines.

Purpose Statement

The purpose of this qualitative descriptive multiple case study was to identify and explore human capital management strategies developed and used by CHROs to sustain the profitability of private sector companies in Jamaica. The specific targeted organization population was three Jamaican conglomerates in the private industry. The target companies use human capital management strategies to sustain profitability and are listed on the Jamaica Stock Exchange. From each of the three conglomerates I sought the CHRO from the three Jamaican conglomerates in the private sector industry listed on the Jamaica Stock Exchange. The results from my research study can contribute to a progressive human capital management system for positive social change through private sector companies' sustained profitability, an influential contributor to tax revenue for catalyzing Jamaica's economic growth enabling and improving citizens' general standard of living.

Role of the Researcher

In the researcher's role, I designed the study, collected and analyzed the data, developed conclusions, and reported the findings. Khan (2014) stipulated that the

researcher is the architect, gathering and interpreting the data. My study was a qualitative study, which dictates that the researcher's role includes data collection (Leedy & Ormrod, 2013), analysis, and developing findings (Yin 2017). As the researcher, I was immersed in the collection of valid and reliable data from interviews and observations of participants and obtained and reviewed related documents. Interviews are for obtaining insights from participants' perspectives, experiences, and beliefs regarding subject phenomenon (Müller, 2020). I used methodological triangulation for research validation to assure the reliability of my study. Researchers use methodological triangulation to foster comprehensive validation of data on the research phenomenon (Amin, 2020; Okoe & Boateng, 2016). An interview protocol was used to guide the gathering of the participants' experiences in the development and implementation of human capital management strategies to sustain profitability of private sector companies in Jamaica. Sustained profitability sparked my interest in a strategy, especially amongst the private sector, in Jamaica.

Researcher bias could arise either purposefully or unintentionally and result in unacceptable research findings (Pietilä, et al., 2020). Cho and Lee (2014) highlighted that interview questions, tactically formatted, decreases research bias allowing appropriate analysis and outcomes. I used the journaling method to accurately document and interpret the responses in addition to member checking. According to Birt (2016), a researcher needs to validate the transcribed responses to ensure the results' credibility by using member checking, also known as participant validation. I conducted the process of member checking until no new data emerged from the participants' responses.

I used open-ended questions to execute the interview process. Open-ended questions facilitate an in-depth exploration of topics to garner insights to understand the possible roots of phenomena and their relationships (Weller, et al., 2018). Aleandri and Russo (2015) outlined that semistructured interviews facilitate further responses based on the fluidity of the interview questions. To reduce the possibility of researcher bias in the interview process, I ensured that I did not use gestures, expressions, or opinions that could influence the participants' responses. The use of member checking validates the meanings of participants' inferences (Sanjari, et al., 2014).

Scholarly work requires the researcher to be ethical to safeguard participants' rights in conformity to research standards (Goodwin, et al., 2020). I used the Belmont Report principles to ensure that I safeguarded the rights of the participants. According to the Department of Health, Education, and Welfare (1976), the Belmont Report provides a systematic outline as a preventative method to protect against any ethical dilemmas that may arise. Nijhawan et al. (2013) explained that the Belmont Report addresses informed consent for qualitative interviews for assuring research ethics. Providing informed consent forms and explanations ensured that ethics were maintained throughout the research processes. My role in this research process was to conduct interviews with the purposefully selected participants ethically and uphold their confidentiality as defined and approved by Walden's Institutional Review Board (IRB). In doing so, I treated each participant with respect, privacy, and fairness.

Participants

In qualitative research, the participants' ability to inform the research question is more important than the number of participants (Laumann, 2020). Therefore, it is crucial to ensure that the resulting data effectively addresses the research question (Moser & Korstjens, 2018). Furthermore, carefully defining the target population strengthens the study's reliability and validity (Leung, 2015). The target case population consisted of three CHROs and three of their reporting HROs from three Jamaican conglomerates in the private sector industry listed on the Jamaica Stock Exchange. Researchers are responsible for ensuring that the selected participants are knowledgeable and have sufficient related professional experience to inform the research topic (Råheim, et al., 2016).

The selection criterion for participants in this study was that they be CHROs and three HROs working for the same three CHROs with more than 5 years of successful experience related to the specific business problem in the private sector industry. The second criterion was that the conglomerate must have been in operation for more than 5 years in Jamaica. The third criterion was that the conglomerate must be listed on the Jamaica Stock Exchange. These criteria were necessary to ensure the participants have appropriate knowledge and experience on the phenomenon being studied. Adherence to the requirements should ensure that the selected participants could contribute to answering the primary research question (Tracy, 2019). The prospective conglomerate's names were taken from the Jamaica Stock Exchange.

The Jamaica Stock Exchange website lists companies based on their type of business, with a comprehensive listing of all publicly listed companies in Jamaica from various business sectors. Each listing contains its name, market classification, trade information, performance, corporate actions, price history, latest news, quarterly financials, annual reports, and audited financial statements (Jamaica Stock Exchange, n.d). I used personal networking and email to gain access to potential companies and their potential participants.

Moser and Korstjens (2018) defined sampling as principal means for obtaining qualified participants with similar interests aligned with data collection and analysis research. A sample of three to eight participants is suitable for case studies (Yin, 2017). I used a purposeful sampling strategy to choose the three additional officers as participants for my multiple case study paper. A purposeful sampling strategy ensured that I cautiously choose participants based on the topic under review, the main research question, and the study's conditions (Moser & Korstjens, 2018).

The qualified participants were invited through their supervisors using email, which outlined the purpose of the study and the role of participants. Subsequent follow-up emails were sent to the participants who had questions or raised concerns. I also made contact via phone to set up a face-to-face (at their office) meeting with the participants. Additionally, I offered virtual platforms to host and record the meeting as an option. This was necessary to ascertain pertinent information and insight through observation of how they operate in their business spaces. Each participant, upon confirmation, was required to sign a consent form. I also provided my contact information to include my contact

number and requested a cellular number so that I could maintain a relationship with the participants.

I made myself accessible to the participants to respond to study-related questions or concerns through email. I conformed to the IRB research ethics procedures and informed the participants of the means for maintaining their confidentiality by offering full disclosure regarding the study. I applied processes to assure the safeguarding of the interviewees' identities throughout and after the development of the study's findings (Yin, 2017).

Research Method and Design

Identifying an appropriate research method and design are essential elements of the research process and are important to achieving consistent results (Mays & Pope, 2020). The main aspects deliberated for selecting the research method and design ensures best fit when identifying the phenomenon's nature and answering the research questions (Yin, 2017). This heading's contents address the rationale for selecting the qualitative research method and the multiple case design.

Research Method

The qualitative method was used, as it was the best fit for my study, as I explored the lived experiences akin to a phenomenon to answering my research question. According to Mays and Pope (2020), qualitative research delves into a phenomenon by exploring social issues or problems as ascribed by individuals. Furthermore, qualitative research allowed for a better understanding of complex topics and complex issues (Rodriguez & Storer, 2020). The qualitative method enabled a thorough investigation of

human capital management strategies to sustain private sector companies' profitability in Jamaica.

Participants shared their professional experiences and expertise in human capital strategies that facilitated the garnering of insights into how these approaches were used to improve and sustain the profitability of their companies. I used participant interviews to comprehend the human capital strategies used by the selected CHROs to sustain profitability in the private sector through semistructured interviews. I interviewed the CHROs to develop answers to the research question using open-ended interview questions. Nowell et al. (2017) noted that interviews should be conducted with rigor and conciseness to produce significant and valuable responses. Additionally, I discerned the rapport amongst the CHROs and the HROs to further comprehend the phenomenon.

Quantitative research limits researchers from comprehending a phenomenon grounded on lived experiences (Daher et al., 2017). Quantitative researchers present research results based upon statistically characterizing variables and their relationships. Goertzen (2017) described quantitative research as the statistical analysis of data that justifies or denounces an assumption or hypothesis. Whereas Sutton and Austin (2015) connote, qualitative research underpins exploring lived experiences and does not observe or define the correlation amongst measurable variables. The qualitative method is most appropriate for my study. Timans et al. (2019) explained that the mixed method is used when the researcher needs to combine the quantitative and qualitative approaches to comprehend the potential paradoxes between statistical results and findings. Hence, I did

not use the mixed methodology because I do not need to use statistical analysis statistical analysis to test hypotheses about the participants' qualitative experiences.

Research Design

The use of case studies, by researchers, in organizational and social science research is to integrate components for effective data analysis (Welch et al., 2020). The purpose of this research is to study a business problem of human capital management strategies, and the case study design is expected to enhance my capability to identify the CHROs' experiences and practices for contributing to the profitability of private sector companies in Jamaica. Yin (2017) concluded that case studies are appropriate for exploring an existing phenomenon to identify key characteristics of events. Furthermore, using case study designs facilitates discovering the principal elements, interconnectedness, and circumstantial settings relevant to a phenomenon of the study (Yin, 2017). The exploration and reporting of the data within the context of reality rather than influencing the circumstance are important in case study design (Lindholst, et al., 2020). Additionally, the researcher has the ability to obtain, analyze, and compare participants' responses using open-ended questions.

A case study can be either a single or multiple design (Yin, 2017). The application of single and multiple designs offers a holistic procedure for the researcher to define, clarify, or comprehend a phenomenon (Mohajan, 2018). The single case study design is appropriate for exploring and comprehending events within a case of particular interests (Yin, 2017). The multiple-case design is appropriate to discover or explore the associations and variances on specific phenomena among cases (Gustafsson, 2017). Any

disparity or similarity will help attain a complete study of the participants' knowledge and expertise (Sutton & Austin, 2015). Yin (2017) explained that the multiple-case design is beneficial to identify and compare responses pertaining to the characteristics and conclusions associated with the phenomena (Borek, et al., 2019). I designed a multiple case study to identify and explore human capital management strategies and practices among three private-sector conglomerates.

A descriptive multiple case study design was selected to acquire answers for the central research question regarding the human capital management strategies employed by CHRO to contribute to profitability within the participating private sector companies. Three other principal qualitative research design designs are ethnography, narrative, and phenomenological (Willgens, et al., 2016). Ethnographic researchers study groups' cultural behaviors through interaction, interviewing, and observing their members over time (Blomberg, 2017). In addition, using an ethnographic design enables characterizing a cultural phenomenon through the communal behaviors, experiences, and beliefs of a group within its environment (Pheng & Hou, 2019). Discovering human capital management strategies to sustain profitability does not require understanding the private sector company's cultural beliefs and practices. Hence, the ethnographic design would be inappropriate for this study.

Utilizing a narrative design requires exploration through the chronological narration of individuals' life stories and experiences (Lewis, 2019). Lewis further explained that when using narrative design, the researcher explores the authenticity of a phenomenon, on the happenings as they occurred in the people's lives. A narrative design

would therefore not support the purpose of discerning the human capital management strategies used in companies. However, phenomenological researchers focus on understanding the philosophical meaning of a phenomenon through the meanings of people's lived experiences (Creswell & Poth, 2017) which is not the focus of my study. Hence, the focus of phenomenological design elements do not meet the requirement for procuring relative viewpoints of leadership understanding human capital management strategies to improve and sustain private sector companies' profitability in Jamaica.

The sample size is vital to ensure that the researcher collects sufficient, comprehensive data in relation to the research topic (Yin, 2017). Data saturation is present when no new information emerges from additional interviews (Saunders, et al., 2018). I ensured data saturation through interviews with the three CHROs and three HRM Officers until no new themes materialize. According to Saunders (2018), achieving data saturation will ensure that the data collected is acceptable and meets the research's quality standards. Saunders (2018) also explained that direct observation is acceptable to achieve saturation in qualitative research. I reviewed related documents to develop further information to augment the study's findings.

Population and Sampling

My study's target population included three CHROs and three of their reporting human resource managers from three Jamaican conglomerates in the private sector industry listed on the Jamaica Stock Exchange. The selection criterion for participants in this study was the CHROs of each of the three participating organizations and three of their HROs.

The second criterion was that the conglomerate must be in operation for more than 5 years in Jamaica. These criteria were necessary to garner information from participants with the appropriate knowledge and experience pertaining to the studied phenomenon. The target population was the total number of participants selected as cases for the study (Martínez-Mesa, et al., 2016). They recommended that researchers define inclusion and exclusion criteria as for setting boundaries to identify the target population.

I used a purposeful sample selection sampling strategy to determine participants. Palinkas (2015) explained that purposeful sampling is a strategy extensively used by researchers in qualitative research. Palinkas noted that purposeful sampling facilitates identifying and selecting relevant cases for eliciting substantial information on a phenomenon of interest. Further purposeful sampling in a qualitative data synthesis is endorsed as a resolution for pragmatic limitations of resources, access to information, expertise, and time (Benoot et al. 2016). The sampling technique encompasses individual alignment based on the researcher's criteria prior to selecting the participants (Laumann, 2020). The reason for selecting this strategy was to acquire substantial facts from experienced practitioners based on the study's criteria. The underpinning criterion for the participants was that they had demonstrated experiences aligned with my study's purpose. Purposeful sampling also facilitated selecting participants who detailed their outlooks, proficiencies, and practices adjoined to the research topic in documenting distinctive or dissimilar disparities that have emerged in varying situations (Palinkas, 2015).

Although there are various views concerning sample size, Vasileiou, et al. (2018) contended that the qualitative method concentrates on obtaining a sample size sufficient for garnering substantial information evoking a detailed understanding of the phenomenon in case studies. Further, a sample size should be sufficient to effectively address the research question (Sim, Saunders, Waterfield, & Kingstone, 2018). Yin (2017) proposed that two or three participants are adequate once the question or theory was direct, whereas using a sample size of six or more was dependent on the level of additional certainty required by the researcher. Creditability and depth were important attributes for conducting qualitative research (Sim, 2018) in as such relevance and suitability will be one of the principal rationales for deciding the sample size (Palinkas, 2015).

The attainment of data saturation was a vital condition when deciding on the sample size (Saunders, 2018). Moser and Korstjens (2018) posited the importance of considering theoretical and practical characteristics when deciding on the sample size. To ensure data saturation, I used a sample size of six, three officers, the CHROs and three other senior officers from the three conglomerates, and the methodological triangulation of semistructured interview sessions with the previously defined participants. Saunders (2018) contended that using interviews and triangulation would lead to data saturation. Saunders added that data saturation occurs when there is no development of new themes when appraising the required sample size.

I ensured that the interview setting was relaxing to create an atmosphere that nurtured the participants' confidence, passion, and willingness to divulge their

professional experiences. Oltmann (2016) expressed that the researcher must always be cognizant of the apprehension and uncertainties that the participants may have during the interview session. Therefore, I conducted the interviews at the participant's offices and virtually ensuring that the location and the mode were conducive to their leisure. The more comfortable the participants' environment augments the likelihood to reveal information to the researcher (Oltmann, 2016).

Ethical Research

Ethical research principles provide a framework to ensure transparency, truthfulness, and participants' protection throughout the research process. Bowden and Green (2019) posit the importance of qualitative researchers understanding and observing integrity, ethics, and honesty throughout the research process. Hence, Walden University institutions establish research ethics committees (RECs) to ensure researchers are guided by ethical standards and participate (Ngozwana, 2018). The ethical guidelines assured the integrity and reliability of the study throughout the research process.

The researcher enlisted the use of the Walden University criteria and the Belmont Report to protect the participants' rights. Sanjari (2014) explained that the researcher-participant construct might yield ethical research complications based on the relationship complexities. Additionally, ethical research necessitates the prevention of reproducing fabricated or disingenuous assumptions (Weinbaum, et al., 2019). Weinbaum, et al., confers that using the protocol in ethical research is vital in scholarly research to guarantee high-quality information. Hence, the researchers followed moral and legal

principles in accordance with Institutional Review Board (IRB) processes to safeguard participants.

Additionally, the information obtained from research must be stored and processed with to assure the highest levels confidentiality (Quatember, 2019). After approval (number: 05-02-22-0523685) was received from Walden University's IRB, I used the research protocol to comply with research ethics requirements. The consent form explains and details the study and the participants' role, benefit, and method to ensure confidential information is shared. The participants had the option to withdraw from the study at any time prior to the study's completion by sending me an email through the chief executive officer (CEO) or head of the organization.

I ensured the participants' identifies remain confidential by using alphanumeric coding for all digital files, interview recordings, and transcribed interviews. I maintained associated data records from my study for 5 years in accordance with Walden University's requirements. I created a password-protected folder in Dropbox® to store all data collected and all information related to the study. After 5 years, I will erase all the digital and hardcopy data and shred the any hard copy information.

Data Collection

I was the primary data collection instrument for this study. According to Yin (2017), case study researchers typically collect multiple types of data from multiple sources such as interviews, direct or indirect observation, and cataloged records. This heading discusses the data collection instrument, data collection techniques, and data analysis method.

Data Collection Instruments

Natow (2020) posited that conducting interviews is a data collection instrument used for qualitative research. In this study, I utilized the primary data collection instrument for semistructured face-to-face interviews with suitable participants. Mays and Pope (2020) professed that the number of interview questions is irrelevant of importance compared to the quality of questions used in the research. Mays and Pope explained that an interview protocol could be adjusted using structured questions. In contrast, using semistructured interviews enables participants to express their experiences freely using open-ended questions (Brinkmann, 2014).

Semistructured interviews are designed to garner responses to the research questions while cultivating an environment to acquire new concepts regarding the study (Ghauri, et al., 2020). I conducted face-to-face semistructured interviews with three CHROs and human resource offers from three different conglomerate private sector companies centered on the discussed phenomenon. Secondary data sources comprised observations and documentation (Mohajan, 2018). The secondary data sources used in the study included annual reports, and human resource related policies.

I wrote the CEO or the leaders of qualifying companies using email regarding the study's purpose seeking agreement for their companies to participate. I designed and submitted a formal introductory letter to the participants via email with a timeline of seven days to respond and return the documents. Once disseminated, I followed up with telephone calls to ensure the documents were received. As soon as the signed documentation was received, the participants were sent a consent form through email for

recording purposes. All documentation and forms were affixed in the appendix section designed using Microsoft Word®. I used an electronic signature documents through email. The use of the mentioned documents guaranteed ethical rights and confidentiality are maintained in compliance with ethical research standards.

Methodological and data triangulation aid researchers in reviewing and analyzing the research topic from multiple perspectives (Richards & Hemphill, 2018). I studied the companies' annual reports, and human resource related policies for methodological triangulation purposes. I ensured that all interviews were appropriately saved, downloaded, and password protected on my computer, accessible by only me. Each participant was assigned a distinctive identifier code for confidentiality purposes; in addition, all in-person interviews were audio-recorded with the participants' consent for accuracy.

Yin (2017) proposed the use of interview protocols for reliability assurance purposes. According to Rashid, et al. (2019), an interview protocol is an official document comprising the full set of procedures used to collect data for a case study.

Brereton, et al. (2008) explained that developing and using a case study protocol is beneficial for obtaining in depth responses to the research question A case study protocol is an additional stage used in the interview process that captures all elements of the interview process and demonstrates the bases for developing conclusions (Jacob & Furgerson, 2012). I used a case study protocol to detail the procedures used to collect the data. Tracy (2019) stated that case study methods comprise an overview of the study, interview questions, research procedures, and a narrative outline for the report. The

interview questions contained themes akin to human capital management strategies used by conglomerate leaders to improve and sustain employees' performance. Using open-ended questions and taking detailed notes, participants ensured that the participation response elaborated on the companies' human capital management strategies in the private sector. The interviews were scheduled for at least an hour.

Birt et al. (2016) connoted that researchers should use the process of member checking to ensure the credibility of the data being transcribed. I used member checking to support the research findings' validity. In accordance with the member checking process, an email was sent to each of the selected participants to meet with each participant to verify that I have included all information and correctly captured the participants' intended meanings (Birt, 2016). Following this, I commenced member checking until there were no new data to collect (Tracey, et al., 2019). The transcribed interviews were imported into a digital qualitative data analysis program that was used to organize the interview responses and detect the themes (Lester, 2020).

Data Collection Technique

The data collection techniques for this study were semistructured interviews as well as reviews of the companies' annual reports and policies related to human capital management. The semistructured face-to-face interview method was appropriate because it was malleable when working with individuals (Oltmann, 2016). One of the benefits of semistructured interviews was that it enabled the participants' general knowledge of the study while mitigating researcher bias (Adams 2015). However, the disadvantage of semistructured interviews for many researchers is their inability to ask quick and

effective questions for probe responses (Meerts, 2019). I formulated my interview questions using suitably framed interview questions and followed the interview protocol (Appendix A).

Richards and Hemphill (2018) explained that data and methodological triangulation encompass multiple data sources to research a studied phenomenon. I examined the companies' annual reports, and human resource related policies for methodological triangulation purposes. A key benefit from analyzing the companies' documents is that it can reduce researchers' prejudices and increases the study's validity (Mohajan, 2018).

The response period for the requests of recruited participants was 7 days. Raymond, et al. (2018) highlighted that researchers to seek participants actively must have an effective recruiting strategy. I am an active participant in business workshops, conferences, and networks to recruit participants through social media sites such as LinkedIn. I sent email requests and details of the study to selected participants. I kept a secured digital listing of interested participants compared to uninterested participants in a folder stored on google drive. I did not use demographic factors to select the participant. I implemented an eligibility verification of the participants prior to steering the interviews.

Data Organization Techniques

I used Nvivo-12 along with research journaling logs to document the interview questions and responses of the participants to facilitate data organization. I employed colored labeling tabs and alphanumeric headings to categorize the research records to ensure the responses' defined alignment. For example, the participants' entries were

coded P1, P2, etcetera. Their affiliated company were coded Com 1, Com 2 and Com 3. I utilized the Nvivo software to unify and classify color-coded themes (Bush-Mecenas & Marsh, 2018). The need to safeguard each participant's confidentiality is crucial in the research process (Tracey et al., 2019). I methodically arrange the data by coding the responses collected for each interview question according to Walden University participant confidentiality guidelines. Additionally, the electronic data was password protected along with physical data for 5 years, after which softcopies will be deleted and hardcopies shredded.

Data Analysis

The purpose of this qualitative multiple case study was to address one central research question: How do chief human resources officers effectively develop and implement human capital management strategies to sustain profitability of private sector companies in Jamaica? Qualitative researchers identify themes through data analysis for answering the central research question (Bush-Mecenas & Marsh, 2018). As such, to identify the principal themes in the case study, I utilized the following process proposed by Yin (2017): (a) compiling, (b) disassembling, (c) reassembling, (d) interpreting, and (e) concluding.

Compiling

To comprehend the phenomenon, a researcher must develop a strategy for compiling and organizing data (Castleberry & Nolen, 2018). I organized the results from each interview through audio recordings and journaling the participants' responses. Bush-Mecenas and Marsh (2018) proposed that researchers use multiple sources of evidence

when compiling data. I organized the results from each interview through audio recordings and journaling the participants' responses. Bush-Mecenas and Marsh (2018) proposed that researchers use multiple sources of evidence when compiling data. Within the respective organizations, I obtained and reviewed related documents to validate the interview results by comparing them with my journal entries.

Disassembling

Disassembling is the manual analysis of data using computer-assisted data analysis (CAQDAS) to assure the research findings' validity (Castleberry & Nolen, 2018). I used alphanumeric codes to identify each participant and in my journal interview notes. Alphanumeric headings will facilitate identifying each participant's responses (i.e., P1, P2, etc) with their affiliate company codes for each semistructured interview with keywords, sentences, and concepts as communicated by the participants. I then used NVivo as the computer-assisted data analysis tool to organize and interpret the data and identify color-coded themes (Castleberry & Nolen, 2018)

Reassembling

Castleberry and Nolen (2018) expressed that the reassembling process is for data grouping to identify themes, simplify code definitions, and link themes. Effective interviewing techniques and data analysis facilitate completely developed themes (Heckemann, et al., 2020). Using NVivo facilitates the coding of themes based on the participants' responses. I coded the emergent patterns and themes, compare them with those related to the academic literature review, and compare the themes with those expected from conceptual framework of this study.

Interpreting

According to Castleberry and Nolen (2018), qualitative data interpretation should result in an impartial account of the phenomenon. Researchers are required to interpret data using the reflexivity process. Palaganas, et al. (2017) connotes that reflexivity is significant for researchers to link, assess, and authenticate data. The data was construed based on exploring the data from the transcribed interviews, and documents.

Concluding

According to Castleberry and Nolen (2018), researchers should report new knowledge and evolving themes from all data sources to advance knowledge of the phenomenon. I utilized methodological triangulation and member checking for the multiple case study to detect, establish, infer and verify the human capital management strategy themes used by CHROs in the Jamaican private sector to improve and sustain employee performance improvement. Varpio, et al. (2017) concluded that researchers utilize member checking for verifying interpretations of participants' responses to mitigate validity and credibility issues.

Reliability and Validity

According to Mohajan (2017), reliability and validity are essential components for maintaining rigor in qualitative research in relation to the accuracy of the findings. Furthermore, in qualitative research, demonstrating validity and reliability requires pellucidity in demonstrating the methods and processes used for reducing the risk of researcher bias (Leung, 2015). This heading outlines the strategies and tools for assuring and demonstrating the study's reliability and validity.

Mohajan (2017) underscored that inapt research processes could cause validity problems in biasing the study results. I demonstrated the trustworthiness findings' by implementing processes for assuring the findings' reliability and validity.

Reliability

In quantitative research, reliability addresses the capability for consistency of measurement outcomes (Robson, 2002) while in qualitative research reliability addresses thoroughness, vigilance and truthfulness when conducting the study (Leitch, et al., 2010). Moon (2016) posited that a qualitative study's reliability is achieved through establishing, implementing, and communicating effective research processes to facilitate future researchers' assessments. Furthermore, Moon concluded that research dependability is achieved through sharing research processes and data with fellow researchers. I have explained and defined the research method, the participants' selection criteria, the ethical research protocol, the interview technique, the member checking process, data organization, and the data analysis procedure and techniques. Implementing these steps reduced the potential for researcher bias and assure the study's reliability. Once all the data were collected, I reported the findings and published for other researchers review, validation, and determining transferability.

Validity

Lincoln and Guba (1985) explained that for qualitative studies, demonstration of validity must reflect addressing the three potential communal deleterious forces: researcher bias, reactivity, and respondent bias while in quantitative studies validity is demonstrated through the validity of the measurements used (Robson, 2002).

Credibility

Credibility denotes the accuracy and trustworthiness of quality research studies' validity (Rose & Johnson, 2020). The accuracy of the research was assured by reviewing the data for consistent results using triangulation and member checking to assure the findings' trustworthiness. Trustworthiness is the rigor underpinning the foundation of the research process and the relevance of the research (Hadi & Closs, 2016). Xu, et al. (2020) argued that employing triangulation enhances the credibility of data source research.

In addition, I reviewed the companies' annual reports, and human resource related policies to strengthen the credibility of the data. According to Thomas (2017), member checking or authentication interviews guarantee credibility. Prior to completing the study, I requested participants to review the interview interpretations and to confirm the interpretations' accuracy before coding and analysis. The participants' authentication of the statements assured the creditability of the resulting data analysis process and the findings' credibility

Transferability

Moon (2019) stated that thoroughly defining and documenting the processes for assuring and demonstrating a study's validity and reliability enables other researchers to determine if the findings are applicable to different research domains. Furthermore, the research must be thoroughly descriptive to achieve transferability (FitzPatrick, 2019). Researchers must therefore ensure that the processes generating the results are thoroughly defined and their applications confirmed to enable other researchers to determine the results' usability within different research domains (Creswell & Creswell, 2017).

Confirmability

Cypress (2017) concluded that peer review assures reliability, validity, credibility, and research transferability. Confirmability determines the level of confidence in studies' findings, the participants' narratives, and the processes for preventing research bias. Kiger and Varpio explained that developing and defining an audit trail demonstrates the researcher's trustworthiness in interpretations, findings, and conclusions. I developed and defined an audit trail that included processing the data collected, the data analysis steps, and the interpretation to ensure confirmability (Kiger & Varpio, 2020). Hence, as Rose and Johnson (2020) recommended, I thoroughly documented the processes I employed to data coding, analyze, identify and interpret the themes, and develop the findings, and conclusions. In addition, I used purposeful sampling. According to Palinkas (2015), purposeful sampling is used to procure valid and relevant information from knowledgeable individuals. All the interviews were recorded, and to facilitate confirmability I transcribed all the participants' responses using the NVivo software.

Data Saturation

Data saturation ensues when no new information or themes emerge during the data collection process (Saunders et al., 2018). According to Yin (2017), using data saturation by qualitative researchers strengthens the reliability of findings and assures the study's validity. Methods triangulation and utilizing multiple sources coupled with member checking aids researchers in achieving data saturation (Hays et al., 2016). Data saturation implies data adequacy and increases the rigor of a qualitative case study

(Varpio et al., 2017). To reach data saturation in this study, I continued coding until there were no new themes.

Transition and Summary

Section 2 chronicled the study's methodology and design grounded on the phenomenon of human capital management's impact on sustaining profitability. I used the qualitative multiple case study to discern the human capital management strategies used by private-sector CHRO to improve and sustain employees' performance contributing to companies' profitability. In this section, I expounded on the population study; the ethical research procedures used; the data collection instruments and the organizations, the data analysis methods, and the processes for assuring the study's reliability and validity.

Section 3 details my doctoral study's findings and summary related to business relevance, recommendations for improving professional practice, and the potential implications for social change. I conclude by presenting recommendations for future research and provide a general conclusion of the study.

Section 3: Application to Professional Practice and Implications for Change

Section 3 includes an introduction, restates purpose of the study, the general business problem, the data collection and analysis techniques, and a brief description of this study. The section also comprises the results, a detailed discussion of the supporting evidence, alignment to the conceptual framework related to the research question, and support of the conclusions of the study. Section 3 culminates with a discussion on the implications for social change, recommendations, and personal reflection.

Introduction

The purpose of this qualitative descriptive multiple case study was to identify and explore efficacious human capital management strategies developed by CHROs to sustain profitability of private sector companies. The general business problem that formed the underpinning for this study was that the lack of skilled workers in the labor force of the private sector had affected organizations' performance. The population for this study comprised three private-sector conglomerates listed on the stock exchange that had been operating for over 5 years. Neubauer (2019) posited that the inclusion of proficient individuals with experience in the phenomenon of the research topic is a suitable strategy to assure the validity of the study.

I collected data to analyze the semistructured interviews and information from the companies' annual reports and the human resource related policies. Data were obtained from the CHRO and HRO participants' responses to six open-ended interview questions (Appendix A). I also triangulated the interview responses with the companies' annual reports and policies regarding their human capital management activities, to identify and

validate the themes that emerged from the data analysis. A variation of sources enhances the validity of the data (Xu et al., 2020). Theme identification is required to enable the researcher to interpret the results of the study (Saunders, 2018). Five themes emerged: (a) alignment, (b) training and development, (c) engagement, (d) leadership program, and (e) onboarding.

Presentation of the Findings

My research question was: How do chief human resources officers effectively develop and implement human capital management strategies to sustain profitability of private sector companies in Jamaica? To garner insights into the experiences and knowledge of human capital management strategies used to sustain profitability, I interviewed three CHROs and three HROs with 5 years' successful related experience from each of the three conglomerates listed on the stock exchange operating within the private sector in Jamaica. To protect the participants and their company's identities, I used code identifiers P1 to P6 for the participants and Com1 to Com 3 for each company. Each 1-hour interview was transcribed, and member checking was used to verify the correctness of the response from the participants. This strengthened the validity and reliability of the results. Once all participants' data underwent member checking, I began inputting the data from the transcripts and information captured from reviewing the annual reports and policies into NVivo 12.

After a thorough analysis, I discovered the themes associated with my research question. Numerous subthemes emerged from the data analysis; however, these five

themes were prominent from the data analysis. Table 2 displays a summary of the findings' main themes.

Table 2.

Summary of Themes

Theme	No. of participants	Number of occurrences
(1) Alignment	6	72
(2) Training and development	6	56
(3) Employee Engagement	6	48
(4) Leadership program	6	24
(5) Onboarding	6	24

Theme 1: Alignment

The highest occurrence frequency of the themes that emerged was alignment. All six participants (P1 to P6), as well as the annual reports across Com1 – Com 3, all focused on aligning human capital across the business units. This alignment was evident in the business strategies and practices used in their human capital management activities. Alignment unequivocally positions human resources as a strategic partner (Kateb & Ahmadi, 2018). The participants also noted that supporting the business strategies and linking human capital management strategies to the mission and strategies strengthens company performance. Table 3 depicts the occurrence of Alignment in P1, P2, P3, P4, P5, and P6.

Table 3*Number of Occurrences of Alignment*

Alignment	Number of occurrences
P1, Question 1, 5	8
P2, Question 1, 5	17
P3, Question 1,5	10
P4, Question 1	12
P5, Question 1, 5	10
P6, Question 1	15

P3 explained that:

vision alignment to job alignment has been easy because of the managing director's approach—organizing the job hinges on the vision and the business strategy. We have been aligning the knowledge in-house to the business strategy and finding that staff can execute the strategy.

P1 noted that Com1 had several talent development systems, processes, and programs to ensure alignment. P1 explained, "it starts with talent acquisition; then it goes to the development level, those at the individual job level and those at the career level leading to a more forward level of succession planning." Alignment was also evident in Com1 and Com 2's annual reports, where the human resource program was aligned to the business strategies across all business units. P2 expressed that "there needs to be alignment in our focus for the long term." P1 added, "there is alignment between the competency and how they are measured—guiding how we track performance against objectives." P2 expressed, "the alignment is clear. By all indications, the company has been performing; hence the alignment has been working." In Com 1's annual report, it was stated "there is the strategic alignment of the team, and continuously improve our

leadership program." Com 2 annual reports highlighted the following: "financial support was offered for training outside of the company needs alignment to their human capital needs that often support the business units, validating the grow-the-job concept." Lear (2012) added that alignment is essential for sustainability and is prime to anchor strategy, employees, customers, and processes to attain growth and profits.

Three subthemes emerged, which I labeled as support strategies the participants mentioned as part of their operational tools when addressing human capital. These support strategies included (a) a performance improvement plan, (b) key performance indicators, and (c) knowledge sharing.

Performance Improvement Plan (PIP)

All six participants expressed using PIPs as a tool to improve their human capital capacity gaps in their performance management exercise. Mathew (2019) expressed that reaching the required performance output requires employee competencies as contributory factors aligned to the performance results. P3 noted:

PIP is designed to help staff acquire the skills needed through training to acquire and grow that specific skill to contribute meaningfully to the business unit. The PIP looks at the staff holistically from a personal and a business standpoint.

PIP is linked to GST, one of the conceptual frameworks. GST determines that knowledge, skills, abilities, and other characteristics (KSAOs) create controls and alignments to human capital (Boon, 2017; Alsabbah & Ibrahim, 2014; Mathew, 2019; Amagoh, 2016).

Further analysis of the participants' responses exposed the importance of creating individualized growth plans for staff through the PIP. In addition, the participants mentioned that they implemented PIPs not as a punitive measure but as a practice to continuously encourage their people to improve themselves. PIPs were also used to advance employees into higher positions within the organization. P4 noted, "PIP aids in identifying misalignments that may affect company performance." Dass and Chelliah (2021) highlighted that the alignment of PIP heightens when there is the best fit among employee performance improvement initiatives to achieve synergy, facilitate development, and increase profitability and efficiency.

Key Performance Indicators (KPIs)

All participants expressed that KPIs were a fundamental element in measuring the performance contribution of each staff. P1 expressed that measuring actual performance that aligned to the business strategy enabled the continuity of sustained growth across business units. Chikere and Nwoka (2015) noted that organizations could anchor and understand their micro-level inputs, outputs, and overall impact based on the key performance indicators. P6 explained, "KPIs are aligned to the profit. For example, time management paramount as it directly aligns cost and profit; hence, it is measured during every performance review. P1 shared, "there must be KPIs to track to ensure that human resource contributes to the company's sustainability." Mohammed (2020) posits that measuring the performance of every staff in the organization according to their contribution is paramount to the organization's success and sustainability.

Knowledge Sharing

The data obtained from the interviews highlighted that all six participants believed that sharing knowledge was vital to maintaining cohesiveness and connection across their internal and external customers across all business units. P3 said, "knowledge sharing created strong relationships across the business; hence the culture of openness was present in our communication channels. P5 said, "management uses openness to ensure ongoing sharing of knowledge at all levels and across the business unit so that fluidity is maintained in our business practices." Kudo and Mino (2013) said that in responding to elements of sustainability, the environment must enable the transfer of knowledge through sharing.

P1 shared, "we operate globally, so we have staff in the United Kingdom, United States, Canada, Belize, Trinidad, Barbados, Turks and Caicos, Bahamas, Jamaica; hence we have to look at what they know to encourage knowledge share, and the sharing of experiences." P3 expressed "our managing director uses knowledge sharing to drive innovation and creation." P4 added "opportunities for greater reach in terms of knowledge sharing for this reason we have a culture of calling on the existing knowledge within the company, and once in-house, it is used to train or build the human capital in this area." P5 concluded, "knowledge sharing drives futuristic development of our human capital not just in terms of hard skills but our soft skills and looking more at strategies to strengthen our products offerings."

Table 4 represents the support strategies mentioned by the participants as part of their operational tools when treating human capital.

Table 4.*Support Strategies for employee engagement*

Subtheme	Number of participants	Number of occurrences
Performance improvement plan	6	15
Key performance indicators	6	10
Knowledge sharing	3	6

Two participants mentioned diversification as prime support to fortify organizations with skills and knowledge to sustain human capital. P5 noted that "the company is meeting its cross-branding needs aligned to its diversification and acquisition strategy through cross-training. Similarly, P4 explained that "our performance management is designed to address the gaps in competency through training to ensure it means the Group's diversification needs as this is a growth strategy." Noticeably, all three participants listed diversifications as a growth strategy in their annual report. Boon (2018) postulated that the human capital system performs better when aligned with organizational strategies.

Theme 2: Training and Development

The second theme that emerged was training and development (see Table 5).

Table 5*Theme 2: Training and Development*

Theme	Occurrences	% of participants
Training and Development	56	80%

Training and development aligned with the conceptual framework of this study – particularly where it relates to improving being a vital contender to enhance economic

performance (Amagoh 2016). The P5 recognized and emphasized the incomparable importance of acquisition and diversification as a strategy to engage human resources. GST emphasized that training and development were necessities when developing systems for productivity. Zakaria (2011) explained this was because of the communally complex and problematic process of reproducing human capital due to its heterogeneous properties. P1 added, "training and development are fed into our system. We meet to analyze the training and development needs, then respond with initiatives to close those gaps." P6 pointed out that "even temporary employees are trained and developed to ensure that the quality is maintained and is a requirement for selection." P2 also shared, "training of staff commences from onboarding and then, after gap analysis, will determine further training through our performance management system."

P2 added:

training and development are planned to drives the organization's strategic objectives, so if we realize that based on the plan, project management is an important competency, then we are going to shore up the skills for project management across the group.

P3 expressed that "training and development support the outcome of KPI, as they are required to improve performance." P4 added, "our managing director has introduced several training and development opportunities for staff to include training in brand strategies directed to sales." P5 said, "a significate part of the performance was to improvement through skills training to acquire and develop that specific skill need from a personal and a business standpoint."

Noticeable Com 1's annual report informed that "training and development are strategic priorities, especially in the areas of management, supervisory, production, quality, and technical teams into a series of various group training programs to build knowledge and competencies in their functional areas." P6 added, "training and development are aligned to the company's strategies and people issues, including behavior, time management, etc." P3 and P2 related, noting that they have designed and facilitated the training of staff using their company's core strategy of diversification and acquisition. They explained that staff training and development were not only confined to company needs but also focused on personal aspiration, anchoring across the business units. P1 stated, "investment into its people's human capital meant feeding economic growth." Amagoh (2016) contended that addressing the external changes and examining these changes informed employee training and development to dictate its human capital development plan. Becker (1962) adds that education and training embody the investment akin to imminent productivity outside the scope of resource compensation and cannot be separated from the individuals.

Urbancová et al. (2021) noted that ongoing training and development of employees was necessary remain competitive. Khan et al. (2021) explained that training and development substantially and positively affected continuance commitment to obtain and maintain a competitive edge through effectively using their human assets. Three subthemes emerged: on-the-job training, job rotation, and cross-training (see Table 6). P2 and P6 have combined on-the-job training, crossing training, and job rotation training and

development methods to support increased productivity and growth across the business units.

Table 6.

Subthemes: Methods of Training and Development

Subtheme	Occurrences
On-the-job training	3
Cross training	6
Job rotation	2

On-the-Job-Training

P6 stated, "based on the nature of the business, on-the-job training is a requirement, especially for our production teams." P3 advised, "on-the-job training is listed in our training and development policy, we have interns from the community, and this type of training is vital." Tismal, et al (2016) concluded that on-the-job training added value to the company's continuity, especially during Covid. P4 agreed, "many training and development initiatives we had were derailed due to Covid. On-the-job training not only augured well for productivity but created greater synergy amongst our staff." Ma, Nakab and Vidart (2021) contended that because of the intrinsic nature of knowledge, on-the-job training created an atmosphere for the transfer of skills through observation of the application. Rodríguez, Saltiel, and Urzúa (2021) concluded that on-the-job training returns pivot variables for growth and development with minimal investment to strengthen employee performance while increasing training and development program offerings.

Cross-Training

All the participants expressed that cross-training is a strategy used across all business units to strengthen and sustain core skills. P3 noted, "the company is meeting its cross-branding needs aligned to its diversification and acquisition strategy through cross-training. P5 shared:

one personal objective was to understand how payroll worked. The company's policy allowed me to acquire this skill by cross-training. Many of our employees have been able to diversify their skills due to cross-training. They have been given opportunities to transition across business units.

P4 expressed, "cross-training has benefited our grow-the-job' initiative and has reduced our employee turnover rates. Our people get the opportunity to practice a skill based on their own personal aspiration". Sustainability can only be derived if the replication of core skills can be sustained; cross-training provides that support (Zhao et al., 2022).

Job Rotation

Idris and Wahyudi (2021) noted that job rotation increases motivation levels and adds to improved performance. P1 agreed, "job rotation is one method used to extend the employee time with the company and is beneficial when leadership is being considered." P4 noted, "due to job rotation, many of our staff members have advanced skills across the business units while simultaneously acquiring new skills needed to sustain productivity."

Theme 3: Employee Engagement

Theme 3 aligned with Peng's eight human capital perspectives. Peng's eight human capital perspectives eight human capital perspectives were: (a) family socialization, (b) intellectual capital, (c) on-the-job training, (d) workplace training, (e) research and innovation, (f) biological capital, (g) household consumption, and (j) internal and external migration (Peng, 2015). P1 stated, "employee engagement is a big part of what we do, and the CEO speaks on it at every function he attends." All participants mentioned keeping connected with their people as a critical strategy for employee engagement. P1 stated, "the virtual space has enriched our engagement and connection with our people." P2 added, "a big pillar is employee engagement. We look at the essential social element and measure leadership components, specifically people management."

All participants noted that human resource management policy informs employees on the varied ways of engagement activities that the conglomerate offered. P2 and P6 have fused engagement and training, and development. P2 stated, "due to longstanding engagement practice, we could mitigate many of the challenges that would have presented during COVID." P6 expressed that "engagement has been extended to the family members and is necessary to engulf a sense of care and support amongst our people." P2 remarked, "our company believes in family and supports our staff. Each year through one of our engagement strategies, we provide scholarships to our staff's children. They look forward to this each year".

Com1 through to Com3 mentioned engagement in their annual report for each year viewed from 2016-to 2020 as a strategy. P5 shared, "engagement is pertinent to sustainability and profitability." P6 pointed out, "a 360 programme is used to ensure all-encompassing engagement. Further, our engagement programme is paramount to ensure that staff who are onboarded are retained, especially production workers".

As summarized in Table 7 two subthemes emerged from the discussion of employee engagement with fifteen (15) references across the participant. The participants spoke on the importance of "grow-the-job" and "incentive" as employee engagement strategies.

Table 7.

Theme 2: Strategies for Employee Employment

Subtheme	Occurrences	Number of participants
Grow the job	8	2
Incentives	7	6

Grow-the-Job

P5 shared, "grow-the-job is really looking at the value of both the staff and the organization in terms of knowledge shared and experience to sustain the company's profitability." P3 expressed, "we also have the grow the job policy designed for employees to get more through job experience by aligning the company's strategic needs to our knowledge base as we grow the job scope." Sadq et al. (2020) implied that an organization must create an equilibrium amongst its physical and intangible resources to sustain its competitive advantages. P4 explained that grow-the-job "expands an employee's job scope, which could be lateral or vertical. HR would first consult with the

employee to determine willingness to carry out the job; the employee also has an opportunity to drop a job if the workload is overwhelming. This job is grown on another employee scope". Dewi et al. (2022) expressed that growing the job has a positive and significant relationship with improving employee motivation levels. P1 stated that "to keep employee Com1 has to implement engagement strategies that ignite intrinsic emotions and build loyalty as the great resignation is showing that money cannot be used as the only retention strategy".

P4 noted that "grow-the-job also kept the staff head-count low while at the same time meeting the needs of the organization." P3 added, "an individual's interests are considered to grow-the -job as part of their grow-plan and make doing the job more satisfying." Chanana (2021) posits that employee engagement cultures a positive organizational attitude across tiers and levels to give their best when performing, leading to higher productivity, internal and external customer satisfaction, and sustained profits for the company. Therefore, integrating the HCS into the company policy can only be beneficial, especially in achieving high-level employee engagement and a healthier workforce (Ghosh, 2020)

Incentives

The other subtheme that emerged when the participants discussed engagement was incentives. Herzberg et al. (1959) recognized that offering employee incentives was needed to motivate employees to stay with organizations. This subtheme also aligned with the conceptual framework, human capital theory, which addresses favorable

working conditions and advancement opportunities as critical components for growth.

(G.S. Becker, 1962).

All participants revealed that they used incentives as a strategy to keep their "people engaged." All participants' human resource management policies instruct employees on the process to follow to benefit from incentives. All six participants shared that their training and development programs were aligned with their incentive programs. P1 and P4 expressed that training and development pivot into promotions, so employees are more inclined to take up the training opportunities. P4 noted, "training incentives are extended to our employee's family, which they lauded and oversubscribed." P1 and P2 shared that Com1 had a breakfast event each year, which sees the Senior Executive serving the staff. P1 shared, "it is at this event that awards are issued to our staff." P3 noted, "offering incentives to our staff shows that we value and appreciate them. It is important to engage staff in this way, and it makes a difference".

P6 and P5 mentioned that the business units intended to ensure that all incentive programs were documented and made known to the staff to benefit. P6 highlighted, "incentives are necessary, especially now with the great resignation as Com 3 finds it challenging to attract and recruit, especially for our production division. The job must offer more than just a salary it must engage purposefully". All six participants mentioned that the company offered a bonus aligned to the performance paid out monthly for the sales team, quarterly for the production team, and annual for administration. Performance pay was evident in all the performance policies for Com1 and Com3. Com2 dedicated a

chapter to their Human Resource Policy. P1 stated, "we have incentive schemes tied to performance, but we tie monetary to the more measurable objectives."

Theme 4: Leadership Program

During the interviews, the participants discussed the importance of a leadership program. P1 and P6 defined leadership programs as the tool to sustain the culture and institutional knowledge to develop leadership from within for strategically and competitively achieving future success. Leadership continuity is an ongoing concern for organizations as an essential component for sustainability and profitability (LeCounte et al., 2017). Olatunji, Kehinde, and Nwachukwu (2017) argued that many leaders do not consider succession planning until the need to replace employees arises.

Moreover, a leadership program is a systematic leader development strategy to analyze and retain information about potential leaders to achieve future organizational goals (Jibrin-Bida et al., 2017). About 30% of the participants indicated that HR has direct responsibility for identifying leadership qualities and developing them through leadership programs. According to P1, "leaders must develop and implement corporate succession plans to achieve business sustainability and profitability." P3 and P5 agreed that leaders foster and promote sustainability of culture and profitability through leadership programs that augur well for succession within the organization.

The participants mentioned that their companies had programs for each leadership tier. P1 said, "our leadership programs are designed to build our cadre of leaders from within." P2 added:

we have in-house structured leadership development to develop our team members and leaders. We rarely recruit from outside for senior leadership roles as we think they must have Com-1 culture and the competency built early.

P5 expressed:

part of our leadership program involves using Briggs, Career Leader, and the DISC to become aware of who they are as leaders and their areas of interest or career pathways. The leadership program made it easier for the business unit to better understand each other personalities as leaders.

P4 expressed that "leadership acceleration is important; we have programs designed to provide our new leaders with the tools needed, including mentorship from current leaders." Leadership programs support the practices to attain sustainable change, productive initiatives due to continuity of process and procedure, and company culture and norms (Silver et al. 2016).

Policy

Policy emerged as a subtheme (see Table 8) under the leadership program discourse. All participants expressed that policies engender standardization across the business unit. P5 shared, "while each business unit is encouraged to have its own subculture based on its product offerings, Com3 needs to have the same set of policies to govern its human resource practice to manage cohesively across the business unit".

Table 8.*Subtheme 2: Policy*

Theme	Occurrences	% of participants
Policy	8	100%

P2 noted, "Com1 has a human resource governance policy that guides its practices across the business units." P6 explained that "while the policies are generic across the business units, amendments are made to suit the laws based on the geographical location of the business units." P1 expressed that "even government policy has to be taken into consideration so as not to breach any employee rights." P3 highlighted, "we track government policy; this is paramount as it may mean changing current practices within the business." P4 noted that "even training is often dictated by policy." For example, when the government institutes an environmental law, a new skill may have to be developed to continue manufacturing in order to conform." The involvedness recorded and the human capital proficiencies (education, professional skills, expertise, and new knowledge) congeals the need for unification (Hughes et al., 2019) of policies across the business units.

Theme 5: Onboarding

The fifth theme was onboarding (see Table 9). The participants expressed that they have attained greater retention levels because of proper onboarding. Bell (2021) stated that an effective onboarding program mitigates organizational catastrophe and dissatisfaction while cultivating higher instances of employee performance, productivity, and engagement and improves the retention of new employees.

Table 9.*Number of Occurrences of Onboarding*

Onboarding	Number of occurrences
Participant 1	7
Participant 2	2
Participant 3	3
Participant 4	4
Participant 5	3
Participant 6	5

P1 expressed:

when joining Com1, the onboarding is critical; it starts with clarity and expectations of what is required of you, so we have our code of conduct and business conduct, almost like a bible. Every employee receives a copy and must sign that they have read and understood it. From day one, it speaks to our expectations from you as an employee and what you can expect of us as a company.

P1 noted that "depending on the nature of the job, some employees are exposed to the international onboarding to become acquainted with the company's international business units and brands." Bell adds that onboarding aims to nurture a long-term relationship between the new employee and employer over the employee life cycle. P5 adds, "onboarding for employees means learning policies and procedures that they need to know before commencing, as they need to understand how we do things here." Further, P1 states that "onboarding supports our staff training through knowledge development and then determines the knowledge gap to keep developing human capital to retain the employee's interest and productivity." Caldwell and Peters (2018) add that actively

involving top management in communicating the value and culture onboarding process conveys to employees that the leaders are committed to those values and personally prepared to perform. P2 expressed that "a part of the onboarding process is an orientation where the new employee is introduced to top management across the business units." P5 noted, "depending on the nature of the job, onboarding occurs locally and internationally as the culture and how we do things here is paramount to our success." P1 added:

we have a stringent accounting policy that must be adhered to by new employees. Hence our new employees have to know and undergo brand management training which is also done during onboarding as staff needs to be aware of all the brands covered under the company.

P3 expounded:

onboarding program entails each new candidate being educated on the company way, visiting each department and business unit to get acquainted with the company and how it does and what to do. Brand management is essential to the company, so training is offered to concretize the new employee's path.

Carlos and Muralles (2022) noted that a new job could be tumultuous; learning and understating the business, the culture, and acquiring resources can cause frustration and affect performance. P1 shared:

the company does not onboard without ensuring that new employees know how the organization functions to determine whom to trust or whom to turn to for answers. There can be so much to learn that is unspoken or unwritten before a new hire can feel comfortable in their new environment.

P2 noted that "new roles require support during onboarding, and if it is a replacement, the company tries to ensure that someone is available to act as a shadow."

P1 added that:

each new member is paired with a learning partner outside of your Supervisor.

Someone you can call to say: What does this really mean? How do I navigate the system? Or is it okay to speak to someone outside of my Supervisor if I am not understanding?

Bachkirova, Jackson, and Clutterbuck (2011) noted that continued coaching and mentoring as part of the onboarding process contributes to higher levels of productivity and efficiency. These supports will help the new employee integrate into the company and attain stated performance outcomes (Carlos & Muralles, 2022).

Relating Findings to Peer-Reviewed Studies

The themes that emerged aligned with a few studies in the literature review section. The first emerging theme was alignment, with 70 occurrences stated by all participants. Boon (2017), Alsabbah and Ibrahim (2014), Mathew (2019), and Amagoh (2016) noted that alignment must exist between the knowledge, skills, abilities, and other characteristics to foster control and commitment to the HCM systems. This theme contributes to the literature to validate that alignment is paramount to ensure conformity when developing human capital management strategies for sustainability to exist.

The participants revealed the second emerging theme, training, and development, fifty times. MacPhail et al. (2015) emphasizes that assisting employees through training and development by augmenting their knowledge, skills, and competencies increase job

performance and fosters sustained competitive advantage. Mooney (2018) added that the private sector has an obligation to develop human capital through training and development programs to propel economic growth.

All participants mentioned the emergent theme, employee engagement which occurred 48 times. Employee engagement drives the learning programs within an organization. (Brunskill, n.d). Contributing to the literature, employee engagement confirms that it encourages social change by considering the need to recognize and facilitate social, political, and economic connectivity to sustain and stimulate change in its internal and external environment (Thompson, 2016, Jenner, 2014). The participants revealed leadership programs as the fourth theme, with 24 mentions. Leadership capabilities are pivotal to the process of HCM to ensure the expansion of scope, deepening of business integration, rigorous measurement and accountability, and the development of engulfed and aligned to all the business strategies (Afiouni, 2013). Hughes (2019) underscores that leadership programs are paramount to facilitate innovation, employee motivation, positive behavioral outlook, creativity, flexibility, adaptability, and intellectual agility.

The final theme to emerge is onboarding, with 24 occurrences aligned with the literature on the importance of retaining staff. For example, Anwar et al. (2014) accentuated that employee tenure and expanded life cycle assure competitiveness through sustained corporate performance.

Applications to Professional Practice

The findings of this study are pertinent to enriching business practice as the outcomes comprise HCM strategies that successful Jamaican private sector companies use to sustain profitability. The findings could also enrich and sustain the profitability of the private sector through training and development. CHROs in the private sector recognize their role as the prime strategist in human capital management through on-the-job training, crossing training, and job rotation.

Effective HCM strategies serve as a means for practitioners to link human capital management to their organization's vision and goals and various training programs (Preko, 2022). As, human capital management strategies are necessary investments to build employees through training and development to reach an organization's desirable outcome and sustain profitability (Dass & Chelliah, 2021). Furthermore, human capital management strategies support sustainability (Hayaeian et al., 2022).

Employee engagement enables CHROs to keep connected to their staff. Bakker and Albrecht (2018) posited that employee engagement propels productivity, increase the level of citizenship behavior, employee satisfaction, and ultimately leads to higher performance. P1 highlighted, "engagement is not just a strategy. It is a core process; hence every person within the Group must demonstrate engagement as it is scored during the performance evaluation exercise". Albrecht et al. (2015) expressed that employees scoring high levels of engagement are associated with increasingly higher levels of customer satisfaction and increased productivity.

In the study it was presented that leadership programs are key growth and acquisition strategies for human capital. P2 stated, "employees who ascend to leadership augur well for sustainability as they have a greater understanding of how we do business" P5 added, "the company way is vital, training our leaders across the program is vital, we believe in acquisition and diversification as a growth strategy for our human capital." MacPhail et al. (2015) noted an amplified readiness to assume leadership roles and positive feedback, especially around the engagement and building of staff confidence. Furthermore, leadership programs provide the means for driving company strategies, procedures, and policies (Albrecht et al., 2015). Onboarding is the starting point for CHROs to anchor and sustain the retention of employees. Therefore, onboarding of new staff must be ongoing to create sustainability that will lead to continuous profits (Bell, 2021). Niklas (2022) affirmed that onboarding new staff positively impacted radical innovation and personalization strategy of knowledge.

The human capital management strategies presented are expected to benefit CHROs as they facilitate sustaining profitability. According to P6, "training and development is an investment in human capital to ensure the organization has the competency to drive innovation." Dom and Ahmad (2020) posited that the organizations must provide the mandatory ongoing training and development to retain a skilled workforce dedicated to propelling their mission and vision. Further understanding the role of policies and how they are implemented across the company will strengthen different human capital management strategies to fit the profile. This includes increased

employee productivity in higher-organizational performance (Sahar Hayaeian et al., 2022).

Implications for Social Change

Implications for positive social change from my study's findings include the ability to improve employees' standard of living through higher skills that generate higher income. Westra (2017) and Marx (1973) highlighted that higher-skilled human capital drives profitability creating a balance of productivity and labor as a means of production. Improving human capital management strategies contributes to social change both individually and in the community through enhanced sustained profitability of Private Sector Companies in Jamaica. Higher skills will drive economic advancement generating increased income that the Jamaican government can use to finance social programs. Humphrey et al. (2014) declared that increased economic development and implementation boost social programs and, encouraging positive change. Additionally, the inferences of positive social change underwrite the progression of employees' welfare through augmented job satisfaction. For example, P3 shared that Com2 employees participated in internship programs for tertiary graduates. P1 stated:

our staff is encouraged to participate in philanthropic work. Com1 is a very active in communities, even though many of the outreach was scaled-down because of Covid, a business unit that focuses solely on community relations and support services. The onboard process stresses the need for community support and introduces them to the values of Com1 and their role in sustaining the value.

Subramony et al. (2021) stated that public perception of an organization hinges on employee loyalty, engagement, and retention.

This qualitative descriptive multiple case study focuses on exploring human capital management strategies developed. Linking HCM strategies to sustain the profitability of private sector companies increased contribution to the economic growth of Jamaica by reducing the unemployment rate within the public sector. According to Fitz-Lewis (2018), the retention of employees has always been an underlining issue. Further, globalization and migration affect employee turnover contribution to economic growth (Jones & Romer, 2010). However, human capital management as a retention strategy entrenched in the company's policy and used to sustain institutional knowledge drives growth, development, and continuity not just of profits but process and procedures (Kucharcikova, 2011). The private sector is critical in developing and developing countries' economic development and growth (Ekpo et al., 2014).

Hence, the economic benefits derived from sustained profitability of private sector companies in Jamaica through reimbursement of increased tax revenues to fund social development programs would have benefits for positive social change. Bagdadli et al. (2021) explained the effect of the economic conditions on positive social change, and theorized that enhancement in the economy and, by extension, higher-skilled human capital would improve the social and human environments of the country.

Recommendations for Action

CHROs with unsatisfactory voluntary employee turnover rates should use the principal findings to develop strategies to motivate employees to stay with the

organization. Recommendations for action identified from the study to sustain the profitability of private sector businesses are: (a) develop and implement an alignment strategy to improve leadership programs, (b) use engagement to facilitate proactive training and development (c) implement effective onboarding practices to reduce employee turnover and (d) implement leadership programs across organizational levels and tiers. The findings of the study also point to the need to incorporate performance improvement in the organizations' key performance indicators.

To implement these recommendation CHROs and HROs need to respectively: develop and implement an alignment strategy to improve leadership programs through: alignment mapping, ongoing monitoring, and evaluation. The first step begins with understanding the company's purpose and vision, understanding the goals, and determining which human capital initiatives will affect the organization's profitability. Alignment provides the road map to foster retention, engagement, effective training and development, and proper onboarding. P3 said: "alignment is important to keep the organization growing." P1 added, "there needs to be alignment in our focus for the long-term." P2 noted, "HR is seen as a business partner in terms of employee performance alignment." P4 expresses, "this is a clear alignment of balancing employee development, and the fulfillment of company needs to ensure sustainability and profits."

The second recommendation for CHROs and HROs is to use engagement to facilitate proactive training and development. Every participant in this study accredited employee engagement with producing a more in-depth understanding of staff needs to inform their training and development initiatives. Training and development is the main

component of enriching employee engagement that engenders permanent change in employee behavior to increase productivity (Azeem & Paracha, 2013). The findings of this study specify that employees who are engaged through training and development are more likely to remain with organizations. P1 expressed that "some employees achieve greater desired productivity levels through higher human capital skills making employees transition to leadership within the company easier." Jain and Khurana (2017) confirmed that training and development supported by employee engagement encourage innovation, guarantee continuous improvements and focus on individual training and development plans to engender a culture of holistic thinking and satisfaction, leading to sustained productivity.

My third recommendation is for CHROs and HROs to implement onboarding practices to reduce employee turnover. All participants mentioned that new employees undergo onboarding. Not effectively onboarding new employees may increase voluntary employee turnover intentions (Jeske & Olson, 2022). Participants mentioned that continuous onboarding is an excellent tool for employee retention. It is also essential to be proactive in onboarding to make efficient alignment decisions (Arya et al., 2021). The study's finding revealed that the participating CHROs and HROs used onboarding to engage in employee turnover and strategically drive productivity and sustain profitability.

My fourth and final recommendation for CHROs and HROs is to implement leadership programs across organizational levels and tiers. P1 said:

senior leadership development is a program designed for staff grooming to become head of business units in senior-level roles. We rarely recruit from

outside for senior leadership roles as we think they must have Com1 culture and the competency built early.

Arora (2022) recommended that leadership programs drive sustained communication, mentoring, and learning to sustain profitability. P3 stated: "our senior leader's development program targeted persons classified as a potential successor to head a business unit"

All participants conveyed an interest in the outcomes of this study. I develop and distribute a 2-page summary of the research findings for the participants of the study. If requested, I will inform them how they may gain access to the complete study. The final study will be published in the ProQuest and Dissertations and these database for other researchers to view. It is also my intent to develop and presenting derivative conference papers to enrich discussions regarding HCM strategies to sustain profitability. Other CHROs and HROs may apply the recommended strategies to sustain profitability of private sector companies in Jamaica. CHROs, business leaders, and other practitioners may use the findings of this study to share this information with students who desire to be in human capital management positions.

Recommendations for Further Research

The findings of this study added to the limited research on human capital management strategies to sustain profitability of private sector companies in Jamaica. I have identified five areas for future studies. The first study area could focus on the approach taken by CHROs to implement the strategic alignment process of human capital management and sustained profitability. Chung et al. (2015) explained that human capital

is positively associated with performance in multinational enterprise through an alignment framework.

The second recommended for future study could compare the performance of having decentralized human capital management strategies and centralized HCM strategies. Wicesa and Setyanti (2021); identified that uneven human capital management strategies lead to income inequality, reducing innovation and affecting company performance and profitability. Li et al. (2021) concluded that human capital management strategy disparities exist, which negatively affects innovation and performance. Despite being able to sustain profits within the private sector, none of the participants of this study had prepared any formal or documented human capital management strategy plan for their respective organizations.

The third recommendation area of future research is to explore HCM as a risk for sustaining profits. Malik (2018) explained that HCM is also associated with resource management, specifically workforce acquisition and optimization, as a catalyst for continuity. Nevertheless, Mohamad (2020) explained that the individualistic properties of human capital in terms of their explicit knowledge and experience could not be extracted from the individual. This makes human capital management strategies a risky venture. However, none of the participants mentioned human capital or the management strategies implemented as risk, nor was it stated in their respective company's annual reports.

My fourth recommendation is for future researchers to explore the tangible value of human capital management strategies employed against profits. To further this study, I

suggest employing a mixed methodology to understand human capital management strategies, the financial value, and employee's perception of the selected strategies used.

The participants selected were limited to the private sector industry. My final recommendation is for future researchers to conduct a similar study across other smaller private sector organizations. Exploring smaller private sector organizations' human resource management practices and strategies they use to achieve and sustain profit may expand their operational life cycle.

Reflections

Looking back on my DBA journey, I have mixed emotions. I was so excited when I started, but my financial realities weighed as I was self-funding. I never questioned my ability to complete the program, but I did question my financial capabilities to complete the process. I had to stop for 2-years as my funds had depleted, and I had no discretionary income to qualify for any additional loans. I knew I had to complete this journey as an example to my nieces, nephews, and myself.

Also, I never started anything that I did not finish. Not finishing is my definition of failure. The burden was that neither of my parents had gone to university, and I had made this supreme commitment to complete my terminal degree. There were times when I felt my financial could not be overcome, but God kept me walking to the end. I must admit it was not easy, but when you have your family, friends, and the spirit of God cheering you on, you got to keep moving. The journey has been beneficial, both professionally and personally. It taught me the meaning of patience and perseverance. I have also mastered the art of critical thinking by questioning tactics from the lens of

social change and development. This journey has also enhanced my decision-making skills and improved my leadership competencies and overall rhetoric on human capital and its importance in sustainability for social change.

This study was a personal aspiration as I always envision myself as one to empower through learning and building knowledge, which anchors on human capital development. My replacement Chair, Dr. Al C. Endres, affectionately called Dr. ACE, gave very pointed and direct feedback. We did bump heads, but sensibility prevailed, and his valuable feedback augured well for my journey.

In conducting the study, I always obeyed the ethical research standards. I posed the same interview questions in the same order to all the participants and abstained from injecting any bias into the data collection and analysis processes. I enjoyed interviewing the participants; their responses enriched my outlook and enhanced my ability to listen without objectivity as they shared their experiences and journey in the field of human capital management. I owned the principles of embedded interview protocol and the exactitude interwoven in conducting a qualitative study. All the participants spoke with enthusiasm and keenness giving detailed responses to the interview questions. Additionally, all the participants exhibited zeal for receiving a copy of the completed study.

Conclusion

This qualitative descriptive multiple case study explored human capital management strategies developed and used by CHROs to sustain the profitability of private sector companies in Jamaica. Kalitanyi and Goldman (2020) and Ravasi et al.

(2020) expressed that HCMS is a comprehensive set of human resources practices that are intertwined into an organization's identity and its plans that require employees to be acknowledged as assets that can be invested in and managed to produce maximum profit for the success of an organization. The International Monetary Fund (2018, para. 3) revealed that Jamaica's economic growth had averaged a low 0.9 percent noting the underperformance included insufficient labor force skills. The International-American Development Bank (2014) reported Jamaica's private-sector employees to comprise 90% of the country's labor force. Eighty-two percent (82%) of these workers are employed by micro, small, and medium-sized enterprises (MSMEs), and only 5.1% of the private sector entrepreneurial remain open after 42 months.

Five important themes emerged from coding and analysis: (a) alignment, (b) training and development, (c) employee engagement, (d) leadership program, and (e) onboarding. The themes all were associated with the conceptual framework: triangulated with human capital theory, general systems theory, and social change theory. Evidence suggested that CHROs in the Jamaica Private Sector who incorporate these themes in their human capital management strategy aid their respective company in sustaining profitability. Becker (1962), Zakaria (2011), Thompson (2016), and Jenner (2014) identified that the continuity of an organization depended on investment into human capital and the development systems conducive to sustained growth and development to facilitate, understand, identify and address interrelationships needs amongst social, political, and economical to engender change at every stage of the organization's life cycle while considering its external environment. The knowledge garnered from the study

could help other CHROs, and HROs provide HCM strategies to support continuous and sustained profitability within organizations.

Further, the knowledge presented in this study may have significant implications for positive social change because of unearthed HCM strategies that CHROs and HROs use to enhance human capital skills that will consequently sustain private sector profitability and propel economic growth. Economic growth leads to greater income earnings for the Jamaica government, which can fund social programs. Final, future studies focusing on human capital management strategies to sustain profitability could continue to create knowledge to assist other private sector companies.

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Appendix A: Interview Protocol and Questions

Participant Pseudonym:	Participant
Time of Interview:	
Code	
Interview Date: 00.00/2021	Total Time: 60 – 90 minutes

Research Question: “How do chief human resources officers effectively develop and implement human capital management strategies to sustain profitability of private sector companies in Jamaica?”

<p>What you will do.</p> <p>Introduce yourself and the interview session.</p> <p>Present the consent form with a comprehensive discussion on the content, respond to questions, concerns of the participant.</p> <p>Provide a copy of the consent form to the participant.</p> <p>Engage the recording device.</p> <p>Introduce the date, time, and participant with coded identification.</p> <p>Commence interview with question #1 with</p>	<p>What you will say – script</p> <p>Good morning Ms./Mr/Dr XXX, I am Peta gay Waugh, a doctoral student at Walden University conducting a study on: How do chief human resources officers effectively develop and implement human capital management strategies to sustain profitability of private sector companies in Jamaica? Thank you for responding to the invitation in consideration to participating in my study. Here is a copy of your signed consent for your records.</p> <p>I want to ensure that you have read, understand and is in agreement with the contents of the informed consent form and have responded with your free will. Before we begin, I would be happy to address any additional questions or concerns.</p> <p>What human capital development strategies do you use to contribute to sustaining company profitability? How do you align human capital management response to the company's business strategy to fulfill profitability goals in terms of employee performance?</p>
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<p>follow through to subsequent questions to the end.</p> <p>Present additional questions as required.</p> <p>End the interview sequence; introduce member-checking with participant(s).</p> <p>Thank the participant(s) for contributing their time to this study. Reiterate contact numbers for follow up questions and concerns from the participants.</p> <p>Watch non-verbal language Paraphrase as needed Follow-up with probing questions for in-depth content.</p> <p>Wrap up interview, thanking participants.</p> <p>Schedule member-checking interview and set the environment.</p>	<p>What strategies do you employ to address the difficulties found when workers do not meet the needed skills? What is your strategy to determine which applicants are best suited for training and development? How have changes in the external environments informed the human capital development plan? What additional information can you share regarding the human capital management strategies you employ to sustain company profitability? Thank you for volunteering your time to share your experiences. I will transcribe the interview audio and provide you with a copy of the transcript to review for accuracy, within the next 5 days.</p> <p>I would like to schedule a 30-minute follow-up session to review the results of my analysis and interpretation of the findings at your convenience.</p>
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Follow-up Member Checking Interview

<p>WHAT YOU WILL DO.</p> <p>Introduce a follow-up interview session and set the environment</p>	<p>WHAT YOU WILL SAY – SCRIPT</p> <p>Good morning Ms./Mr/Dr XXX: Thank you once again for participating in this a study. This follow-up session is in response to the analysis and interpretation of findings from the first interview on How do chief human resources officers effectively develop</p>
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<p>WHAT YOU WILL DO.</p> <p>Provide a copy of the succinct synthesis for each question. Introduce probing questions associating to other information revealed to my study and IRB approved.</p> <p>Clearly present each question and the interpretation of the findings and ask if any information was excluded. Or Is there any additional information you would like to add?</p>	<p>WHAT YOU WILL SAY – SCRIPT and implement human capital management strategies to sustain profitability of private sector companies in Jamaica? Kindly permit me to record this follow-up interview session, to document accurately the information shared.</p> <ol style="list-style-type: none"> 1. What human capital development strategies do you use to contribute to sustaining company profitability? <p>Succinct synthesis of the interpretation in one paragraph, as required.</p> <ol style="list-style-type: none"> 2. How do you align human capital management response to the company's business strategy to fulfill profitability goals in terms of employee performance? <p>Succinct synthesis of the interpretation in one paragraph, as required.</p> <ol style="list-style-type: none"> 3. What strategies do you employ to address the difficulties found when workers do not meet the needed skills? <p>Succinct synthesis of the interpretation in one paragraph as required.</p> <ol style="list-style-type: none"> 4. What is your strategy to determine which applicants are best suited for training and development? <p>Succinct synthesis of the interpretation in one paragraph as required.</p> <ol style="list-style-type: none"> 5. How have changes in the external environments informed the human capital development plan?
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WHAT YOU WILL DO.	<p>WHAT YOU WILL SAY – SCRIPT</p> <p>Succinct synthesis of the interpretation in one paragraph as required.</p> <p>6. What additional information can you share regarding the human capital management strategies you employ to sustain company profitability?</p>
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