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The current business landscape is continuously evolving. A growing emphasis on Knowledge management and innovation drives this evolution. Challenges such as rapid technological advancement and changing workforce expectations are other aspects of this evolution. The present special issue provides a collection of scholarly contributions from researchers investigating the interrelatedness of organisational structures, human resources practices, performance management and innovation capabilities (Dana et al., 2021). The collection of studies in this issue provides insights into how firms can handle contemporary challenges and leverage frameworks for sustained growth and competitiveness.

- 1 Organisational structure as a facilitator for transforming knowledge management practices in Indian real estate industry

Knowledge management is a cornerstone of success, particularly in service-oriented industries such as real estate. Arpana Kumari and Teena Saharan have conducted this study and examined how organisational structures are defined by work divisions, the role of communication flows, and authority lines that facilitate effective knowledge creation, accumulation, and application. The study's finding highlights the need for robust knowledge-sharing mechanisms, the strategic imperative of fostering executive support, and reward systems to enhance organisational efficiency.

- 2 The effectiveness of a 360-degree performance appraisal in the digital era

With organisations undergoing digital transformation, traditional performance appraisal systems must adapt to remain effective (Pulakos et al., 2019). In line with this, Deepika Pandita examines the effectiveness of 360-degree performance appraisals, identifying key determinants such as job satisfaction, motivation, and succession planning. By leveraging multivariate regression analysis, the study highlights how a comprehensive appraisal approach can enhance employee performance and overall organisational success. It also provides a robust framework for HR practitioners to design and implement performance appraisal systems that align with digital transformation goals.

- 3 Exploring hybrid HRM and its impact on employee performance

Human resource management (HRM) practices significantly impact employee engagement and productivity (Guest, 2017). Jeevan Jyoti, Rinku Sanjeev and Ankita Gupta introduce the concept of hybrid HRM, integrating high-performance, high-commitment, and high-involvement practices. Their study conceptualises, develops, and validates a scale to measure hybrid HRM and examines its impact on employee performance. Using SEM, the study establishes a positive correlation between hybrid HRM and employee performance, reinforcing the importance of holistic HR strategies in fostering a resilient workforce. The findings reveal that hybrid HRM is a multidimensional construct that positively affects employee performance. This suggests that organisations adopting a hybrid approach can achieve superior outcomes by fostering a more engaged and committed workforce.

- 4 Sources of innovation, innovation capability and firm competitiveness – a SEM mediation analysis in apparel manufacturing firms

Innovation is a key driver of competitive advantage, particularly in industries facing rapid technological disruption (Schoemaker et al., 2018). Mitu Matta and Sanjeev Verma's study focuses on apparel manufacturing firms, exploring how internal and external sources of innovation contribute to building innovation capability and, subsequently, firm competitiveness. The research demonstrates the mediating role of innovation capability, offering strategic recommendations for organisations seeking to enhance their market positioning through innovation-driven approaches.

- 5 Exploring the factors for sustainable organisation via employee-employer relationship

Sustainability is fundamental to long-term organisational success (Baumgartner and Rauter, 2017). Radha Yadav, Narendra Singh Chaudhary and Dharmendra Kumar explored factors essential for creating sustainable organisations through the lens of employee-employer relationships. Their research identifies key variables such as sustainable leadership, organisational trust, justice, structure, self-efficacy, employee engagement, motivation, transparency, and communication as crucial for enabling a sustainable organisational environment. The study offers valuable insights into building strong employee-employer relationships that contribute to long-term organisational growth and sustainability.

- 6 A study of enablers that facilitate successful data driven performance management systems

The rise of analytics-driven decision-making has revolutionised performance management (Kim et al., 2021). Devika Perayil, Rachana Deshpande and Nehajaoan Panackal examined the enablers that facilitate the successful implementation of data-driven performance management systems. Employing the total interpretative structural modelling (TISM) approach, their study identifies governance, knowledge management practices, competent HR professionals, robust data infrastructure, strategic goal cascading, and organisational culture as key enablers. Their findings reinforce the need for HR practitioners to integrate data analytics into performance assessment frameworks for capturing information related to key result areas and supporting future organisational functions.

- 7 Impediments to the performance of education policy in India: modelling using ISM and MICMAC technique

Education policies are crucial in national development, yet various structural barriers hinder their successful implementation (Lubienski and Perry, 2019). Deepika Joshi's research identifies governance inefficiencies, accountability gaps, and control mechanisms as key impediments to influencing the performance of education policy in India. Through a survey of senior administrators, the study establishes a contextual relationship between various barriers using interpretative structural modelling (ISM) and MICMAC analysis. The findings indicate that policy formulation and implementation are driving barriers affecting education policy performance. The conclusive framework offers valuable insights for apex institutions planning long-range policy programs to improve the performance of the Indian education sector.

- 8 Impact of supervisor, co-worker, external social support and social network on employee retention perspectives in information technology organisations

Employee retention remains a significant challenge, especially in knowledge-intensive sectors such as information technology (Gope et al., 2018). Indranil Mutsuddi and Chandranshu Sinha investigate the impact of supervisors, co-workers, external social support, and social networks on employee retention in Indian IT organisations. Their study uses structural equation modelling to present an empirical model indicating that social networks mediate the relationship between

co-worker and supervisor support and employees' intention to stay. The research underscores the significance of social factors in influencing employee retention, suggesting that enabling strong social networks within the organisation can enhance employee commitment and reduce turnover.

Together, these studies present a comprehensive narrative of the evolving landscape of management and organisational effectiveness. From knowledge management in real estate to performance appraisal in the digital age, hybrid HRM strategies, and data-driven decision-making, this issue provides a strong foundation for future research and managerial practice.

Integrating insights from these studies will be essential for designing innovative, sustainable, and high-performance workplaces as organisations navigate complex challenges. We hope this special issue fosters continued academic inquiry and practical advancements in organisational research.

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