Theory of Perpetual Excellence: Towards Sustainable & Enduring Human Resource Management (HRM)

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The yearning desire for a more sustainable theory to understand HRM elicits the drive for the present study. HRM theories available now are limited, restrictive, and deal with a segment of HRM rather than the totality of HRM issues. Perpetual excellence theory (PET) is a holistic multipurpose architecture. The study adopted a probability random sampling technique (RST) to increase the sample size to 300 with a selection pattern of 100 each from manufacturing, banking, and insurance. The data acknowledged that a significant link between human capital and the PET exists, and the nexus is very strong and considerable. Similarly, there was a strong nexus between human resource transformation and organizational profitability.

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Introduction

There is essentially nothing wrong with the notion of proposing a fresh concept about how effectively an organization's human resource should be managed or developing an entirely new human resource theory to complement the existing ones. There is no justification for pleading for the scrapping of the existing theories or condemning the way they are applied. What is wrong with the changing characteristics of the workforce is the concept of "one cap fits all" that has justified this kind of criticism, meaning that the models provided by these theories are not adequate to solve the complex and complicated problems raised by the emerging trends in modern human resource management. This, then, makes it obvious that human resource management problems cannot be solved by attacking the symptoms such as strikes, protests, lockouts, higher wage demands, and low productivity.

More so, there could not have been more vivid proof to say that the prior human resource management theories are no longer working at their full capacities than the fact of the gradual narrowing of their roles due to the decreasing climate of confidence between employers and employees and the state in the wider circumference. Confronted by this knowledge, deserving of academic curiosity, and deteriorating human resource management practices, we can hardly afford to ignore this complex problem.

The reasons, on reflection, are apparent. Employees' performance can promote or impede organizational growth (Mekuri-Ndimele, 2022; Mirèetiæ et al., 2022; Olanipekun & innovate, to manufacture and develop products corresponding to the needs of the Olanipekun, 2022). This perception of employees' importance prioritizes the need for their proper management (Kim et al., 2022). To manage, to assure technological progress and productivity, to masses, to create maximum employment opportunities, to reward workers and investors, and to improve the work conditions and standard of life of wage earners are also vital fundamental goals which enterprises need to take up (Stiglitz, 2015; Appelbaum et al., 2000; Giscard d'Estaing, 1976)

How an organization enables or hinders this process depends largely on the quality of its workforce. The question of what an organization should require transforming its human resource element to meet the challenges in the market has been the subject of prolonged debates in organizational board rooms, national and global discourses. Such is also the dilemma confronting academics, both individually and as a group. Based on this premise, it would be pertinent to ask some questions. If it thus occurs, it should be admitted that a difference exists in terms of employee performance between the periods when the prior human resource management theories (Vroom, 1964) were first introduced and used and now form part of the human resource management coverage at that time, which has emerged mid-way to diminish the operationalization of the early human resource management models. By this logic, if we should develop a new theory to take control of this downside, it must, for purposes of reality, center on means to solve the raging human capital transformation complexities.

Human capital represents the most useful resource among a catalogue of resources (Goldin, 2016). The benefit of human capital lies in its ability to coordinate all other production inputs. Drawing on this postulation, it becomes pertinent to assert that the interplay between successful business performance and human capital transformation lies in an effective human resource management model. This perception is explicable only with the introduction of the Perpetual Excellence Theory (PET). The basic decision guide in the application of this theory is that, in general, it views the organization as a total system with interdependent functions in which no single human resource element, such as motivation, commitment, responsibility, or training and development, among others, can offer a solution necessary to generate competitiveness indispensable for higher growth, irrespective of its level of contribution in the process. For this reason, an excellence and realistic theory sheltered from outmoded content such as PET, derives practicability from the possibility offered by combining these variables: motivation, commitment, responsibility, training and development, value proposition of human capital, fairness in pay, human resource transformation, performance, recognition, and employee welfare, among others, into a single item, the use of which would sensibly produce an effective result in employee performance. This is predicted by the fact that workers at different levels of satisfaction are not spurred only by one element but a combination of elements in proportion determined by the circumstances.

HRM practices are diverse and are influenced by market variability.

In this way, the mistakes of the previous human resource management theories must have been rectified. In general, most of the fallacy of prior human resource management theories is to be found in the simple fact that the economy of the present is different and highly volatile than that of the past. The revised HRM practices must not be complacent in enjoying PET to manage the complexities created by the partial absence of resource convergence. The most significant advantage of PET is its ability to integrate these elements into a single set of human resource management metrics to change unfavorable workforce characteristics. This is an important counter argument because HRM practices are diverse and are influenced by market variability; employees are observed to exhibit different characteristics at different times. Refrain

PET has come into existence as an exciting new human resource management theory designed specifically to provide human resource managers, governments, and humanity with greater insight into the philosophy, concepts, skills, and competencies for dealing with extreme HRM problems. PET is characterized not only by its contents but by the impacts it has on HRM practices: managing personnel that could never have been managed properly without a superior model; raising a level of thinking in agreement with current expectations in HRM practices; it is a practical model with the potential to motivate employees and humanity to higher levels of performance.

Review of Literature

There are a number of theories and models which shed light towards a better understanding of human resource management. The leadership theories led by Urwick (1947), Likert (1967), Drucker (1973), Jesus Christ (cited in Mark 9: 35-36), Fielders' contingency theory (1967), the managerial grid by Blakes and Mouton (1964), the path-goal theory by House and Mitchell (1975), Theory X and Y by McGregor (1957), Theory Z by Ouchi (1981), and Barney (2004). For instance, Urwick (1947), underscoring the crucial role in ensuring human resource management effectiveness, writes that it is not what a leader says and writes that influences his subordinates but what he is, and they judge him by what he does and how he behaves.

Likert (1967) writes that when a worker knows that his superior is interested in his well-being, performance, and career, such a worker tends to be more productive. The position of Likert will go a long way to encourage supervisors, managers, and leaders to go the extra mile to take care of human resource. Even Jesus Christ once said in Mark 9:35-36 that whoever wants to be a leader among you must place himself last of all and be the servant of all. Fiedler's contingency theory (2006; 1967) has come as a result of a 15-year research program where he identified three critical situations which determine the most effective leadership effectiveness, such as leader-follower-relation, the power position of the leader and the nature of the task structure put in place in the organization. Consistent with Fielder (1967), the performance and productivity of human resource can be guaranteed if the above three situations are positive.

However, the managerial grid/model by Blakes and Mouton (1964) carried out a study of about 5,000 managers in many organizations, and the results of their study were on two dimensions: concern for people and concern for productivity. The framework, i.e., the grid composed of horizontal and vertical axes, the grid does not, however, show results produced; instead, it shows the dominating factors in management thinking in realizing output. House and Mitchell (1975), in their Path-Goal Theory, lay emphasis on the influence of leaders in helping their followers achieve their goals by clearing and guiding their paths towards such goals.

Motivational Theories of HRM

Some motivational theories of HRM are very incisive in explaining that, to get the best from HR, they should be motivated (Maslow, 1954; McGregor ,1957; 1966; Adams & Freedman, 1976; Gandhi & Gandhi,1997). They argue that man lives by bread alone as long as bread is not available. Once bread is available, it ceases to have any importance for the time being. For a man who is extremely and dangerously hungry, no other interest exists but food. He dreams food, he remembers food, and he thinks about food, he dreams only food, he perceives only food, and he wants only food. Freedom, love, communal feeling, respect, philosophy, sexual behavior may all be waved aside as fripperies, which are useless since they fail to fill the stomach. Such a man may fairly be said to live on bread alone. Unless the circumstances are unusual, his needs for love, for status, for recognition, for safety and security are inoperative when his stomach has been emptying for a while. But when he eats regularly and adequately, hunger ceases to be an important need.

According to Gandi and Gandhi (1997), even God cannot talk to a hungry man except in terms of bread. The hierarchy of needs theory by Maslow, as above, raises the importance of satisfying the needs of the worker to elicit superior performance and productivity. Also, Herzberg's two-factor theory

(2005; 1966) raises the relevance of motivation, recognition, achievement, responsibility, and individual growth; salary; superior-subordinate relationship; job security; general working conditions; supervision; etc. as key to human resource productivity when they are in the positive.

Various theories of compensation also serve as impetus when they are positive, as they go a long way towards adding value and ensuring superior and positive performance and productivity, e.g., the expectance theory by Green (1972), the equity theory by Adams (1975), Hook and Cook (1979); the Robert Cafeteria Theory (1974), and Porter and Lawler's Theory of Motivation and Work Performance (1968). All these theories assert the importance and impact of compensation on employee motivation, performance, and productivity, which can serve as the basis for understanding employee work performance and behavior (Latham & Budworth, 2007). Even demand and supply theory, agency theory, human capital theory, efficiency wage theory, the effort bargain theory, and others show that investing in human resources adds value to the human resources, the organization, and society in the broadest sense. These theories are useful and help in understanding employee performance and behavior, but they are restrictive, while in this present study, *PET* is inclusive and sustainable.

Motivation Behind PET

PET says that the human resource is a perpetual excellence. Even when he or she falters or fails, man reinvents self. The human resource can fall many times but rises again and betters and redefines. Failure of the human resource may endure all night but surely success will come handy.

No computer, tech or machine can turn Negative (-) into Positive (+) without human effort. If a computer sees negative (-), it will indicate negative (-) but if human resource sees negative and if he or she does not like it, the HR changes negative (-) to positive (+) and as such, the human resource will reign perpetually, and no computer or machine can replace the human resource because every tech/machine is man's invention.

Therefore, organizations, nations, countries and humanity must recognize the above truism and begin immediately to pay special attention to the human resource because despite tremendous and spectacular achievements and inventions made by the human resource, the basic issues concerning man have been neglected and forgotten in the process of development. It was time we started recognizing and rewarding the goose that lay the golden eggs. Indeed, man has reached the moon but sadly, humanity has not reached man. What a tragedy? The clamor for technology replacing man would remain a utopian dream as technology is the creation of man and man can destroy the technology if care is not taken because technology is to assist man and not to replace man.

The human resource must now become the center piece of every development equation as the neglected stone (human resource) shall become the cornerstone

Background to the Theory

The single most important resource of any organization (at a micro level) is its people. The single most important resource at a national level (macro) is the people. No organization rises above the quality of its workforce, and no nation rises above the quality of its people. It is the people that make organizations and nations. No computer or machine can turn Negative (-) “into” Positive (+) without human effort. Because computers and machines were created by humans, they cannot replace humans, and any attempt to replace humans with machines would fail because humans would destroy the machines. He or she who has people is better than he or she who has money, because all profits made by organizations come from the efforts of their workforce. Sadly, we do not place a higher premium on human resource.

Statement of the Theory

People make organizations and nations. Without people, no organization or nation can survive and prosper, and for organizations and nations to prosper, they must take care of the goose that lays the golden eggs. But sadly, people have been forgotten in the process of development, as man has reached the moon, but humanity has not reached man, and that is a tragedy. Despite the tremendous achievements and ground-breaking innovations made by man, the basic issues concerning people have been neglected. That tragedy is what this theory emphasizes. It also says that people will be seen as the elixir of both business and national growth.

Objective of the Theory

The general objective of PET is to facilitate the learning and mastering of certain basic elements that can influence employees’ performance. How these elements work together will assist substantially in developing management philosophy, concepts, and techniques that can shape human resource management practices to reflect employees’ transformations and provide adequate processes for employees to concentrate on goals attainment. The theory possesses characteristics with the capacity to spur human resource to higher productivity. It can also provide a full explanation of why employees fail to achieve optimum performance with certain levels of motivation. Finally, the theory intends to diminish the risks and uncertainties in human resource management practices by ensuring the workers participate effectively in the production process.

Rationale for PET

Perhaps the most effortless means of explaining the rationale behind the development of PET is the way of disputing the age-old fallacy that people seek employment because they are idle, hungry, and desirous of finding something to do so that they can feed themselves. This has been one measure of reasoning that has ruined many organizations and made

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them beg for their products to be accepted by the market. At different times, human resource management would focus on one model or the other. For some specific reasons, it has been applied to achieve a narrow interest. Others would simply use it for its sake. In both cases, there is implicit consumption that systematic attempts have been made to undermine workers' interests deliberately. In clear terms, human resource management is underrepresented both laterally and theoretically, and the balance sheets of many organizations and governments do not show the invaluable contribution of people. It was clear that if you used previous HR models, you wouldn't make much progress. The other option would be to come up with a new model, which is why the PET of HRM was born.

Significance of the Theory

PET is entirely a new concept, a simplistic and mechanistic approach in a sense that has been wholly found to be adequate in explaining the complex process of managing people. PET is not intended to duplicate or displace any specific known theory. For this reason, human resource managers should not base decisions as suggested by PET on assumptions drawn from knowledge of earlier concepts with which they may be familiar. PET is used to provide diagnostic information and guidelines that can be used to transform a hired employee. In summary, PET possesses the capacity to transform other resources, giving the organization the strength to compete effectively and attain organizational, national, and global goals.

Research Design

The research design represents the process by which the study was conducted. For this study, both the descriptive and experimental research design were employed. This paper combined a theoretical point of view with observations from the real world. This could give researchers a reason to figure out the relationships between the excellence perpetual HR theory, a dependent variable, and independent variables.

Sources of Data

This study's data came from primary sources, which prompted the use of structured and unstructured questionnaires which were made in such a way that they would get all the information that was important for the study.

Population

The population of this study denotes all elements that meet the sample requirement for a study and consists of the staff strength of ten firms taken from the insurance, banking, and manufacturing sectors. It could be observed that there was no discrimination in the choice of business firms included in the study since all of them enjoyed a healthy bottom line and top. Line benefits are provided by human resource elements in them.

Sample

The study adopted a probability random sampling technique to raise the sample size of 300. The sample size was large enough to provide a solid foundation for generalization and conclusion. The study employed a questionnaire-based methodological approach, involving the use of a survey with closed-ended questions. Three hundred (i.e., 300) workers and professionals from the banking, insurance, and industrial sectors in Lagos, Nigeria were randomly chosen. Participants were given the survey over the course of 15 days using Google Form (i.e., Google's online suite of Google Docs Editors/survey administration package). The information (i.e., data) obtained were then put into an Excel document, and the Statistical Package for the Social Sciences (SSPS – quantitative software) Version 26 was adopted to analyze the data. Table 1 highlights the sample pattern.

The study adopted a survey research method. Primary data were developed with the aid of questionnaire structured as open-ended and close ended to allow both unrestricted and restricted responses. A total of 300 employees and practitioners of manufacturing, banking and insurance industry in Lagos Nigeria were selected as sample size. The questionnaire was administered to the participants via Google Form which lasted for 15 days which was later transferred to excel spreadsheet and Statistical Package for the Social Science (SSPS – quantitative software) aided the analysis of the survey data.

Table 1 Sample Size Selection Pattern

Manufacturing Industry	100
Banking Industry	100
Insurance Industry	100
Total sample size	300

Statistical Instruments & Analytical Procedure

With the aid of the SPSS, the responses obtained were ranked in the order of their weight using the 5-Likert Scale method from strongly disagree (i) to strongly agree (5). The tools for analysis consist of descriptive statistics, means, and standard deviation in conjunction with the correlation coefficients to determine the strength of the relationships between the dependent and independent variables. Multiple regressions were included among the instruments for analysis to examine any possible relationship between human resource capital, organizational profitability, and perpetual excellence theory.

Hypotheses

Ho_1: There is no positive significant relationship between human resource

Table 2 Key Descriptive Statistics

S/N	Critical Variables	N	SA	A	UND	D	SD	MS	STD	S.E.
1.	Employee performance increase with effective motivation	300	200(66.77%)	60(20%)	10(3.33%)	28(9.33%)	2(0.67%)	4.43	.98	.06
2.	Profitability of the firm is relatively higher with employee commitment	296	160(54.1%)	130(43.9%)	2(0.68%)	2(0.68%)	2(0.68%)	4.47	.68	.04
3.	Training and development increase specific skills and knowledge of an employee about the pattern of operation of the firm.	296	250(83.89%)	38(12.75%)	1(0.34%)	5(1.68%)	2(0.67%)	4.74	.74	.04
4.	Employee performance prioritizes concern for transforming human resource available in the firm.	300	148(50%)	70(23.65%)	20(6.76%)	50(16.89)	12(4.05)	3.97	1.26	.07
5.	Making employees to be responsible is a key component of accountability	300	266(88.67%)	3010.0%	1(0.33%)	20.67%	10.33	4.86	.46	.03
6.	Worker collaboration is essentially necessary for teamwork.	300	120(40.0%)	88(29.33%)	10(3.33%)	70(23.3%)	12(4.0%)	3.78	1.30	.07
7.	Leadership buy-in promotes employee attitude.	300	210(70.0%)	85(28.33%)	1(0.33%)	3(1.0%)	1(0.33%)	4.67	.57	.03
8.	Workplaces in which employees' needs are recognized strive towards growth and profitability.	300	196(65.77%)	84(28.19%)	5(1.68%)	12(4.03%)	3(1.01%)	4.53	.80	.05
9.	Organizations with advancing values for employees spend less for talent hunt.	300	178(59.33%)	80(26.67%)	31(1.0%)	2(0.67%)	9(3.0%)	4.39	.92	.05
10.	Constant reminding of certain underlying concept can shape employee	300	218(72.67%)	73(24.33%)	2(0.67%)	5(1.67%)	2(0.67%)	4.67	.65	.04

	attitudes to reflect total compliance required to meet organizational goals									
11.	A path breaking H.R.M theory can assist to manage value preposition of human capital	300	221(73.67%)	70(23.33%)	2(0.67%)	51.67%	2(0.67%)	4.68	.64	.04
12.	Employees with transcending knowledge of guiding concepts tend to prioritize achievement as individual objectives	300	140(47.30%)	90(30.41%)	10(3.38%)	45(15.2%)	15(5.01%)	3.98	1.25	.07
13.	A groundbreaking model within HR practices can strive to speed up organizational change	300	280(93.33%)	17(5.67%)	1(0.33%)	1(0.33%)	1(0.33%)	4.91	.38	.02
14.	Relatedness of the knowledge content of a critical, HR model is a key aspect to consider in succession planning.	300	108(36.74%)	86(29.25%)	20(6.80%)	80(27.2%)	6(2.04%)	3.70	1.26	.07
15.	A choice to seek an effective HR model implies a desire to create a favourable workplace environment.	300	170(57.24%)	82(27.61%)	8(2.69%)	20(6.73%)	20(6.73%)	4.21	1.19	.07
16.	Emphasis on promotion tends to alter positively employees' attitudes to work.	300	190(64.19%)	65(21.96%)	5(1.69%)	30(10.14%)	10(3.38%)	4.32	1.12	.06
17.	Perpetual excellence HRM model is likely to assist management to increase talent management.	298	190(63.33%)	90(30.0%)	2(0.67%)	15(5.0%)	1(0.33%)	4.50	.82	.05
18,	Organization pursing high return on investment adopt long term HR model that prioritize employee welfare.	300	60(20.27%)	230(77.70%)	2(0.68)	5(1.67%)	3(1.01%)	4.13	.59	.03
19.	Compelling sense of existence of	300	121(40.74%)	167(56.23%)	2(0.67%)	7(2.36%)	3(1.01%)	4.32	.70	.04

	perpetual excellence value creating work practice about performance recognition program on the organization most likely would influence employee attitude to work.									
20.	Technology adaptation and innovation seeking organizations are likely to succeed with employee trapped with long time benefit program.	300	100(33.33%)	177(59.0%)	5(1.67%)	16(5.33%)	2(0.67%)	4.19	.77	.04
21.	Fairness in resources distribution is likely useful in resolving interdepartmental conflict.	300	290(96.67%)	7(2.33%)	1(0.33%)	1(0.33%)	1(0.33%)	4.95	.34	.02
22.	Perpetual excellence HR lever tend to produce reward system.	300	80(26.94%)	180(60.61%)	10(3.37%)	20(6.73%)	10(3.37%)	4.00	.93	.05
23.	Effective implementation of perpetual excellence HR models tends to shape ethical behavior and promote values essential for organizational culture.	300	214(72.30%)	81(27.36%)	2(0.68%)	1(0.34%)	2(0.68%)	4.68	.58	.03
24.	With favorable work environment management employees may focus on problems and solutions in a collaborative way.	300	129(43.0%)	160(53.33%)	8(2.67%)	2(0.67%)	1(0.33%)	4.38	.61	.04
25.	Perpetual excellence HR model creates trust between managers and employees which help employees to learn quick and adopt easily to changing business environment.	300	100(33.45%)	160(53.51%)	20(6.69%)	10(3.35%)	10(3.35%)	4.10	.91	.05

Source: Field Survey 2022.Legend: N = Total Response; SA = Strongly Agree; A = Agree; UND = Undecided; D = Disagree; SD = Strongly Disagree; MS = Mean Score; STD = Standard Deviation and SE = Standard Error capital and perpetual excellence HR theory.

Ho_2: There is no positive significant relationship between human resource transformation and organizational profitability

Measurement of Variables

The dependent variables for this study are represented by 'y', which in this study consists of human resource capital and organizational profitability. Independent variables are represented by x and in this study consist of perpetual excellence theory measured by motivation, commitment, responsibility, knowledge of content of promotion, employee welfare, favorable work environment, value proposition of human capital and fairness in pay, leadership buy-in, technology, and data analytics, culture and policies, performance and talent management, and compensation.

Table 3 Definition of Variables and Symbols

	Variables	Definitions	Symbols
γ	Dependent Variables Human resource capital	Denotes knowledge skills and experts expected from employees to stimulate organizational profitability.	HRC
γ	Organizational profitability	Describes rate of return and sustainability caused by employees' transformation.	ORP

Independent Variables

Perpetual excellence HR theory comprising			
χ_1	Motivation	Describes extent of employees' encouragement.	Mot
χ_2	Commitment	Describe willingness and strength of employees to be involved in the activities of the organization.	Com
χ_3	Responsibility	A dummy variable which describes a condition, a duty to take care of a task.	Res
χ_4	Training and development	Describes planned progression to enhance learning skills and competences in an employee.	Tad
χ_5	Performance Recognition	Describes an awareness of employees' contribution to the profitability of the organization.	Per
χ_6	Knowledge of content of promotion	Describes the extent to which employees know about the package of the promotion and timing.	Kcp
χ_7	Employee welfare	Explains benefits meant for the employees.	Emw
χ_8	Favorable work environment	The extent to which the workplace is conducive is described by this term.	Few
χ_9	Value proposition of human capital.	Describes worth placed on human capital available in the organization.	Ypc
χ_{10}	Fairness in pay	Denotes equity in the distribution of benefits, promotions, placement etc.	Fip

Human Resource Transformation Consisting of HRT

χ_1	Leadership buy-in	Describes extent to which management is able to assist workers to perform in the organisation	Lb
χ_2	Technology	Explains the extent the employees have been trained and developed	Tec
χ_3	Data analytics	Explain the ability and skills of interpreting data	Dat
χ_4	Culture and policies	Denotes general pattern of behaviours, shared believes and values that guide employees' attitudes	Cap
χ_5	Performance	Describe achievements by employees	Prf
χ_6	Talent management	Describes how existing skills and natural ability should be put to use	Tam
χ_7	Compensation	Describes the extent to which employees are rewarded	Cop

Model Specifications

To test the two hypotheses the following two models were used to analyze the relationship between dependent variables and the independent variables.

Model 1: This model is used to test hypotheses one:

The following regression model was used:

$$Y = B_O + B_1x_1 + B_2x_2 + B_3x_3 + B_4x_4 + + B_5x_5 + B_6x_6 + B_7x_7 + B_8x_8 + B_9x_9 + B_{10}x_{10} + \varepsilon$$

$$Y = B_O + B_1(Mot) + B_2(Com) + B_3(Res) + B_4(Tad) + B_5(Par) + B_6(Kcp) + B_7(Emw) + B_8(Fwe) + B_9(Ypc) + B_{10}(Fip) + \varepsilon$$

Model 2: This model is adopted in the testing of hypothesis two:

$$Y = B_O + B_1(Lbi) + B_2(Tec) + B_3(Dat) + B_4(Cap) + B_5(Prf) + B_6(Tam) + B_7(Cop) + \varepsilon$$

In the model ε = error term
B_O = constant

PET of HRM Variables

Performance, Motivation, Rewards, Commitment, Productivity, Sustainability, Value Adding, Time less, Limit less

Test of Hypotheses

H_{01}: There is no positive significant relationship between human resource capital and perpetual excellence HR theory.

Regression Model	R	R^2	Adj. R^2	F	B	Sig.
	.832	.692	.691	670.106	.832	.000

Predictor: Human Resource Capital; Dependent Variable: Perpetual Excellence HRM model

The link between "human resource capital" and the "perpetual excellence HR theory" was apparently strong in the table (i.e., 0.832). According to the R^2 of the perpetual excellence HR, a relative variation of 69.2% can be accounted for by human resource capital. When the variation described by the model's other variables is held constant, the human resource capital plays an important part in the perpetual excellence HR. When human resource capital was increased by 1%, perpetual excellence HR increased by 83%. Concerning the findings of the first assumption, the p-value determined for 0.000 is less than 5%, the 0.05 crucial threshold. It was concluded that a null hypothesis could not be supported. Consequently, as per the regression data, there was a strong correlation between human resource capital and the perpetual excellence of HR.

There was a strong correlation between human resource capital and the perpetual excellence of HR.

H_{02}: There is no positive significant relationship between human resource transformation and organizational profitability

Regression Model	R	R^2	Adj. R^2	F	B	Sig.
	.818	.668	.667	600.783	.818	.000

Predictor: Human resource transformation; Dependent Variable: Organizational Profitability

There was a strong nexus between human resource transformation and organizational profitability.

The connection between "human resource transformation" and "organizational profitability" was obvious statistically in the second linear regression table (i.e., 0.818). As per the R^2 of organizational profitability, a reasonable variation of 66.8% was accounted for by human resource transformation. Consistent with the verdicts, the beta coefficient is 0.818. When the variation described by the model's other variables is held constant, the human resource transformation plays an essential role in the organization's profitability. Organizational profitability increased by 81% when human resource transformation was increased by 1%. Concerning the results of the second postulation, the p-value determined for 0.000 is less than 5%, the 0.05 crucial threshold. Accordingly, as per the regression data, there was a strong nexus between human resource transformation and organizational profitability.

Discussion & Conclusions

Assessment of the association between human capital and the theory of perpetual excellence HR demonstrates that there is a considerable link. Thus, human resource capital is obviously a critical component in increasing a company's assets as it gives a long-term strategic advantage and boosts operational efficiency and employee productivity (Goldin, 2016). Several theorists employ the human capital paradigm to demonstrate the possibility of establishing constructive rivalry between organizations via the development of human capital and capacity building (Marginson, 2019; Gillies, 2015; Weiss, 2015; Tan, 2014; Becker, 2009; 2007; 1992; 1994; 1962; Becker & Woessmann, 2009; Strober, 1990).

Workers are rewarded for their human resource investment in the form of higher wages, satisfaction, perks, job involvement, and the ability to advance in their careers, all of which are a direct result of the work they put in (Greene, 1972). And they allow businesses and governments to spend significant sums of money on learning and skills (i.e., education and training) for their employees or diverse workforce. The effectiveness and financial prosperity/strength of any productive nation are directly linked to the way in which it sees its human resource capital.

In addition, as human resource capital is a relatively rapidly developing area of HR functions, it is considered crucial and on the rise among businesses (Komm et al. 2021). To sum it up, human resource capital is critical to the advancement of society, the enhancement of individual well-being, and the elimination of unemployment, poverty, and inequality via the creation of new capabilities, capacities, expertise, learning, knowledge, and innovation processes. Because the battle over the capitalist system is spawning fresh uprisings and revolts across the globe, human resource capabilities are more crucial in the 21st century than ever.

Consistent with the second postulation, there was a strong nexus between human resource transformation and organizational profitability. Because of the Coronavirus outbreak, it is imperative that any thriving companies find new ways to attract and retain the best talent (Komm et al.*,* 2021). Concentrating on identification, responsiveness and scalability may benefit HR executives.

When HR is knowledgeable about the organization's "why," "what," and "how," it can assist in pushing the transformation by promoting positive improvement in these three main areas along with some prerequisites that emanate from them (McKinsey & Company, 2021). To be clear about the organization's "why," "what," and "how": Why does it exist, what it does, and how it runs? By creating teams that make quick judgments and value people as their most valuable resource, organizations outsmart their competition by learning faster than the peers, enjoying the benefits of data, and harnessing the power of the ecosystem to create value. Making employees feel valued, rebalancing talent resources by delineating talent value, attempting to capture speed in decision making from emergency operations, embracing new models, streamlining the organization and creating a flexible workforce, minimizing employee costs, and continuing to drive strategic workforce planning and talent management are all ways to achieve this goal.

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