

**IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON  
ORGANIZATIONAL PERFORMANCE: AN EMPIRICAL STUDY OF  
STATE BANK OF INDIA (SBI)**

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**ABSTRACT**

*This research study aims at exploring the impact of Human Resource Management (HRM) practices on organizational performance in Jammu and Kashmir focusing on State Bank of India. A total of 80 samples were drawn from corporate head office and various branches in Jammu and Kashmir. Out of 80 self administered questionnaires, 72 were collected and analyzed objectively. Through this research study we explored contribution of HRM practices including general climate, OCTAPACE culture, selection, job definition, career planning, employee participation, performance appraisal system, training and compensation on perceived organizational performance. It was found that HRM practices have significant association with organizational performance. Implication of the findings, potential limitations of the study and direction for future research are also suggested.*

**KEYWORDS:** HRM , OCTAPACE culture, , Organizational performance and PAS

**INTRODUCTION**

The biggest challenge that any organization irrespective of its size, nature of ownership and control faces today is in regard to the procurement, utilization and development of the single largest resource at its disposal-the human resources. It is the most critical factor in every organization. It cannot be substituted by machines of any degree of automation, mobilization

or remote control in the present or future centuries. It is recognized as the most important asset possessed by the progressive organizations, is perhaps the most strategic and critical determinant of growth of any organization. It is especially true for service oriented organizations like banks, where the improvement in service have to be made to meet the rising expectations of the society. Organization including banks exists for the people and by the people and their effectiveness depends on the behavior and the performance of people constituting them.

As human resources is the most important asset of an organization and being the base of achieving competitive advantage, managing HR is extremely challenging when compared to managing technology and/or capital for its effective management. It goes without saying that an effective organization requires effective system of HRM. Human Resource Management system should be supported by sound HRM practices. These HRM practices denote organizational activities aimed at managing the collection/team of human resources and ensuring that resources are utilized towards the accomplishment of organizational goals.

The main aim of this study is to explore the relationship between HRM practices and organizational performance of State Bank of India as well as examining whether there is a positive impact of HRM practices on organizational performance.

### **RESEARCH OBJECTIVES**

For the purpose of present research study, the following objectives were formulated:

1. to address the linkage between HRM practices and organizational performance,
2. to identify the impact of HRM practices on organizational performance.

### **HYPOTHESIS**

1. HR practices have significant association with organizational performance.
2. HR practices have significant impact on organizational performance.

### **INDEPENDENT VARIABLE**

The study looked at the following Independent variables that contribute significantly to organizational performance: General climate, OCTAPACE Culture, Selection Job definition, career planning, employee participation, performance appraisal, training and compensation.

## **DEPENDENT VARIABLE**

As for the measure of dependent variable organizational performance as perceived by employees.

## **REVIEW OF LITERATURE**

Human Resources Management is the process of creating, applying & evaluating guidelines, methods & programs relating to the recruitment, retaining, motivating, & managing people in an organization. It includes various activities such as strategic HRM, human resource planning, corporate social responsibility, human capital management, training and development, selection, recruitment, reward management, performance appraisal, health & safety, employee well-being as well as provision of employee services. It consists of a set of policies & practices aimed at maximizing organizational integration, employee ownership, quality of work & flexibility. Effective human resource practices directly relate towards company's performance by contributing to employee and customer satisfaction thus creating a positive reputation of the firm in the market.

Since there is no universal agreement on the meaning of HRM, many definitions have been offered. Armstrong (1995) defined HRM as "a strategic and coherent approach to the management of organization's most valued assets – the employees who individually and collectively contribute to the achievement of the objectives of the business." Beer et al. (1984) viewed HRM as involving all management decisions that affect the relationship between the organization and employees – its human resources. Storey (1995) considered HRM as a distinctive approach to employment management which seek to obtain competitive advantage through the deployment of a highly committed and skilled workforce, using an array of techniques. While others have defined HRM as being concerned with the need to achieve congruency among the various HRM policies and practices so that they become mutually supportive, rather than conflicting (Milliman, Von Glinow & Nathan, 1991; Schuler & Jackson, 1987).

It is now commonly accepted that employee create vital sources of competitive advantage for companies (Barney, 1991; Pfeffer 1994). As result, it is important that a firm adopts human resources management (HRM) practices that make best use of its employees. The above trend has led to increased interest in the impact of HRM on organizational performance, and a

number of studies have found a positive relationship between so called 'high performance work practices' (Huselid, 1995) and different measures of company performance.

### **Organizational performance**

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Richard et al. (2009) organizational performance includes three specific areas of outcomes: (a) financial performance (profits, return on investment, return on assets, etc.); (b) product market performance (market share, sales, etc.); & finally (c) optimized shareholder return (economic value added, total shareholder return, etc.).

### **Relationship between HR practices and Organizational performance**

Performance of any organization largely depends on the performance of its employees. Successful organizations are increasingly realizing that there are number of factors that contribute to performance but human resource is clearly the most critical (Mello, 2005). Effective HR practices improve the performance of organization and lead to higher profits. Datta et al. (2003) found that best use of HR practices reveals a stronger association with efficiency of firm. Human resource management (HRM) practices have significant association with accounting profits of organisation (Delery and Doty, 1996).

Many studies on HRM as a system revealed positive relationship with company performance. Youndt, Snell, Dean and Lepak (1996) examined the impact of HRM strategy on company's performance of 512 manufacturing plants. Their findings revealed a moderate relationship between plant performance HR systems. Additionally Snell, Wright & Dyer (2005) declared that firm competitiveness/ efficiency can be enhanced by a high performance work system, & that it has a positive relationship with organizational effectiveness.

For the purpose of this research study, the following variables were selected and briefly discussed below

### **General Climate**

The general climate is important for HRM practices if it has to be implemented effectively. The general climate of a firm not only consists of top management, line management

commitment but good supportive personnel policies and positive attitude towards development.

### **OCTAPACE culture**

Development of human resources requires a developmental climate which is characterized by the occurrence of openness & frankness, arguments & discussions, confrontation, difference of opinion, trust, pro-activeness, autonomy, authenticity, collaboration and experimentation. "OCTAPACE culture" is essential for facilitating HRD. Openness & frankness refers to the environment where employees feel free to discuss their views, ideas, activities and feelings with one another. Confrontation is striking at problems and issues in an open with the view to solve them rather than hiding them for fear of getting hurt or hurting others. Trust means believing people what they are saying and taking people at their face value. Autonomy is granting enough freedom to let people work independently with responsibility. Authenticity is the tendency on part of employees to do what people say. Collaboration is to accept the interdependence to be helpful and useful to one another and work as teams. Experimentation reflects an environment where the spirit of trying out new ideas with the view to bring innovation and improvement in the existing system.

### **Selection process**

Selection is a chain which is as strong as its weakest link. The selection involves a series of complex decisions concerning the choice of person, choice of methods to use, and the choice of information. Stonner, Freeman and Gilbert (2000) see the selection process as the mutual process whereby the organization decides whether or not to make a job offer and the candidate decides whether or not to accept it. In the view of Ejiiofor (1989), selection is the process of choosing from the pool of potential employees available those jobs in terms of qualified job and organisation requirements.

### **Job Definition**

In every organization, job definition helps management to define task, authority and systems that will be organized and integrated across organizational units and in individual jobs. Job definition is combination of job description and job specification. It clearly outlines

responsibilities, duties, working condition and expected skills of an individual/worker performing that particular job (Qureshi. M. Tahir, 2006).

### **Career Planning**

According to Michael (1993), career planning stands for the forward looking employment policies of an organization which takes into account the career of individual executives involved in various tasks, particularly critical tasks. According to Strauss and Sayles (1980)," the objective of career planning program is to make each of the years count and to provide each manager with the rich learning experience, so that he/she has productive and satisfying career".

### **Employee's Participation**

Employee's participation in management is a very effective mechanism for all round growth of workers and company pititably; however, not much has either been achieved or initiated in this direction. Partly, the problem is that the scheme of employee's participation in management systems is always pushed by statutory mechanisms and to that extent it is considered as coercion/compulsion from the government.

### **Performance Appraisal**

Performance appraisal is an exercise carried out to evaluate the contribution of all the executives and staff/workers made towards the overall growth of the organization. Performance appraisal has attracted a lot of attention HRM professionals e.g. Levin (1986) in his studies identified some uses of performance appraisal like assessment of employee merit appraisal, determining of employee salary, employee training needs, feedback & suggestion of employee's past performance. Thang (2004) in his experiments concluded that is how well a suitable Human Resource Management related decision is made will determine how well employees will perform their jobs.

### **Training**

Training may be defined as a planned program designed to improve performance and to bring about measurable changes in knowledge, skills, attitude and social behavior of an employee

for performing a particular job. Training & Development (T&D) is a very prominent feature of HRM (Vlachos 2008).

### **Compensation**

According to Huselid (1995), compensation system is recognized as workers merit and it is widely linked with objectives of the organization. Compensation refers to all payments or all commodities (used instead of monetary compensation) to reward the work-force.

### **RESEARCH APPROACH AND METHODOLOGY**

The present study used certain research so that the above set objectives will be properly addressed to and thereby generates an appropriate proposition and identify major aspects that contribute towards the satisfaction with the prevalent HR practices of the sample study organizations. The main components of research methodology that will be adopted for conducting the research are highlighted as under:

- On the basis of past research citations, list of variables were prepared to analyze user's reaction to selected HR practices in the sample study organization.
- Critically review of literature available on multifaceted dimensions of present study.

### **SELECTION OF SAMPLE STUDY ORGANIZATION**

The national banks (State Bank of India) were taken for the purpose of present study to achieve the aforementioned research objectives. The establishment of SBI (State Bank of India) dates back to the first decade of the nineteenth (19th) century with establishment of the Bank of Calcutta on 2 June 1806. Three (3) years later the bank received its charter and was re-designed as Bank of Bengal on 2 January 1809. As a unique institution, SBI was first joint-stock bank of British India sponsored by Government of Bengal. Bank of Bombay (15 April 1840) & Bank of Madras (1 July 1843) followed the Bank of Bengal. These three banks remained at the pinnacle of modern banking in India till their merger as the Imperial Bank of India on 27 January 1921.

### **SAMPLE SIZE**

The respondents were selected on the bases of simple random sampling method (SRSM). Thus, the total sample taken for the present study was 72, out of which 18 will be managers and 54 will be subordinates.

### **DATA ANALYSIS AND FINDINGS**

In order to ascertain the extent to which managers and subordinates are cognizant with the said objectives of the present study, the respondents were provided with the well structured questionnaire consists of 52 statements pertaining to HRM practices. The questionnaire is the five point likert scale which varies from 1 to 5 as: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. To have specific idea about HRM practices in the banking industry it is important to calculate the descriptive statistics from the data collected from the respondents. Table 1.1 descriptive statistical information (mean score, % to mean score and standard deviation) of managers and subordinates for all statements. The overall survey results of table indicates that the mean values and percentage to mean score ranges between 2.00(32.00%) and 4.17(79.25%) in case of managers of SBI. The table 1.1 reveals that the mean value and percentage of mean score ranges between 2.07(26.75%) and 3.74(68.50%) in case of subordinates of SBI. It is imperative to note that higher mean values or higher percentage of mean scores linked across the variables HRM indicates that these variables are perceived to be superior and effective and lower mean values or lower percentage of mean scores across the managers and subordinates have poor opinion about the effectiveness of HRM variables. To continue with the same, the table 1.1 also depicts that the perception of managers in the SBI towards various components of HRM. It can be interpreted that only 28 out of 52 statements have crossed 60% level of satisfaction among the managerial staff of SBI rest are less than 60%. The table depicts the perception of subordinates of SBI towards the various components of HRM. It can be interpreted that only 9 out of 52 statements have crossed 60% level of satisfaction and rest are below 60%. It reveals that managers are having more favorable perception towards the existing HRM practices in the SBI than subordinates.



**Table 1.1: Perceived View of SBI employees on HRM practices**

Statements	SBI Managers (n=18)			SBI Subordinates (n=54)		
	Mean	% Mean score	Std. Dev.	Mean	% Mean score	
<b>General climate(GC)</b>						
GC1	3.06	51.50	1.514	2.52	38.00	1.209
GC2	3.61	65.25	1.539	2.65	41.25	1.291
GC3	3.89	72.25	1.278	2.72	43.00	1.265
GC4	3.22	55.50	1.478	2.59	39.75	1.091
GC5	3.50	62.50	1.465	2.89	47.25	1.160
GC6	3.50	62.50	1.383	2.87	46.75	1.100
GC7	3.61	65.25	1.335	2.67	41.75	1.133
<b>OCTAPACE culture(OC)</b>						
OC1	2.83	45.75	1.383	3.19	54.75	1.183
OC2	3.83	70.75	1.383	2.94	48.50	1.265
OC3	3.22	55.50	1.478	2.91	47.75	1.170
OC4	2.28	32.00	1.447	2.67	41.75	1.197
OC5	3.11	52.75	1.367	3.20	55.00	1.294
OC6	4.06	76.50	1.211	3.74	68.50	1.152
OC7	4.11	77.75	.963	3.69	67.25	1.163
<b>Selection(S)</b>						
S1	4.06	76.50	1.259	3.63	65.75	1.033
S2	2.94	48.50	1.552	2.89	47.25	1.127
S3	3.78	69.50	1.114	3.44	61.00	1.176
S4	3.78	69.50	1.166	3.56	64.00	1.058
S5	3.67	66.75	1.138	3.22	55.50	.925
S6	3.89	72.25	1.231	3.20	55.00	1.250
<b>Job Definition(JD)</b>						
JD1	4.17	79.25	1.098	3.63	65.75	1.051
JD2	3.94	73.50	1.056	3.48	62.00	1.128
JD3	4.11	77.75	.900	3.20	55.00	1.016
JD4	3.39	59.75	1.037	2.85	46.25	1.172
<b>Career planning (CP)</b>						
CP1	4.00	75.00	.970	3.41	60.25	1.158
CP2	3.50	62.50	1.339	2.85	46.25	1.071
CP3	3.83	70.75	.985	3.46	61.50	1.328
CP4	3.00	50.00	1.283	3.13	53.25	1.166
CP5	3.94	73.50	.998	3.11	52.75	1.208
CP6	3.06	51.50	1.110	3.02	50.50	1.236
CP7	4.00	75.00	.907	3.19	54.75	1.214
<b>Employee participation(EP)</b>						
EP1	2.50	37.50	1.295	2.20	30.00	1.155
EP2	2.89	47.25	1.367	2.24	31.00	1.258
EP3	3.22	55.50	1.437	2.54	38.50	1.424
<b>Performance Appraisal(PA)</b>						
PA1	3.33	58.25	1.138	2.81	45.25	1.029
PA2	3.39	59.75	1.243	2.93	48.25	1.113
PA3	3.39	59.75	1.195	2.67	41.75	1.133
PA4	3.72	68.00	.895	2.89	47.25	1.110
PA5	3.56	64.00	1.097	3.06	51.50	1.054
PA6	3.17	54.25	1.249	2.72	43.00	1.204
PA7	3.33	58.25	1.328	2.89	47.25	1.093
<b>Training(T)</b>						
T1	4.00	75.00	1.188	3.13	53.25	1.198
T2	3.50	62.50	1.200	2.96	49.00	1.345
T3	3.35	58.75	1.057	2.87	46.75	1.065
T4	3.78	69.50	1.060	3.11	52.75	1.208
T5	3.94	73.50	.873	2.69	42.25	1.096
T6	3.56	64.00	1.294	2.98	49.50	1.141
<b>Compensation(C)</b>						

C1	2.72	43.00	1.406	2.35	33.75	1.305
C2	3.61	65.25	1.195	2.87	46.75	1.332
C3	2.11	27.75	1.079	2.20	30.00	1.088
C4	2.00	25.00	.970	2.07	26.75	1.025
C5	2.28	32.00	1.179	2.46	36.50	1.410

**Notes**

1. Scoring scale: 1=Strongly disagree,2= Disagree,3= Neutral,4= Agree and 5= Strongly agree
2. Higher mean scores indicates to more favorable perception towards overall HRM practices and lower mean value indicate vice versa.

**SPEARMAN'S CORRELATION COEFFICIENT**

Keeping the background in view, the present study has been conducted to study the relationship between HRM practices perceived organizational performance in the banking industry in India. The correlation coefficients clearly present the results of the current study. The inter correlation among different HRM practices and different measures of Organizational performance is studied organizational wise, as there are glaring differences in so far results of the study are concerned . Same has been analyzed in the following paragraphs.

The results available in the table 1.2 reveals that correlation among various HRM practice variables in the managers of SBI bank is positive, as out of thirty six coefficients all are positively correlated with each other . The highest positive correlation of 0.559 exists between Career Planning and Job Definition. The other higher level of positive correlation of 0.562 Training and Job Definition,0.530 between Performance Appraisal and Employee Participation, 0.0510 between OCTAPACE culture and General Climate,0.461 between Training and Performance Appraisal,0.441 between Job Definition and General Climate, 0.411 between Job Definition and Selection,0.409Performance Appraisal and Job Definition, 0.405 between Compensation and Performance Appraisal and are all statistically significant . The lowest positive degree of correlation is 0.065 between Compensation and Selection and is statistically non-significant.

**Table 1.2: Correlation coefficients of HRM practices among the managers of SBI**

Variables		GC	OC	S	JD	CP	EP	PA	T	C
General climate(GC)	Correlation Coefficient	1.000								
	P-Value									
OCTAPACE Culture(OC)	Correlation Coefficient	0.510**	1.000							
	P-Value	0.000								

Selection(S)	Correlation Coefficient	0.286**	0.248**	1.000						
	P-Value	0.003	0.010							
Job Definition(JD)	Correlation Coefficient	0.441**	0.394**	0.411**	1.000					
	P-Value	0.001	0.003	0.002						
Career Planning(CP)	Correlation Coefficient	0.349**	0.185*	0.256**	0.559**	1.000				
	P-Value	0.000	0.038	0.008	0.000					
Employee Participation(EP)	Correlation Coefficient	0.276*	0.340*	0.174	0.285*	0.191	1.000			
	P-Value	0.044	0.012	0.207	0.036	0.166				
Performance Appraisal(PA)	Correlation Coefficient	0.347**	0.261**	0.373**	0.409**	0.293**	0.530**	1.000		
	P-Value	0.000	0.003	0.000	0.002	0.001	0.000			
Training(T)	Correlation Coefficient	0.358**	0.138	0.474**	0.562**	0.357**	0.223	0.461**	1.000	
	P-Value	0.000	0.155	0.000	0.000	0.000	0.106	0.000		
Compensation(c)	Correlation Coefficient	0.338**	0.329**	0.065	0.405**	0.357**	0.371**	0.353**	0.295**	1.000
	P-Value	0.001	0.002	0.542	0.002	0.001	0.006	0.001	0.005	

The result available in the table 1.3 reveals that the correlation among various HRM practice variables in SBI bank is positive, as out of thirty six coefficients, thirty five are positive and only one is negative. The negative correlation has very low value of -0.004 which is statistically non-significant with p-value 0.951. The highest positive correlation of 0.567 between Employee Participation and Compensation .The other higher level of positive association of 0.506 exists between Performance Appraisal and Job Definition,0.461 between Employee Participation and General Climate,0.420 between Performance Appraisal and Employee Participation and so on and so forth . From the results it is clear that various HRM variables are positively related with each other.

**Table 1.3 : Correlation coefficients of HRM practices among the subordinates of SBI**

Variables		GC	OC	S	JD	CP	EP	PA	T	C
General climate(GC)	Correlation Coefficient	1.000								
	P-Value									
OCTAPACE Culture(OC)	Correlation Coefficient	0.268**	1.000							
	P-Value	0.000								
Selection(S)	Correlation Coefficient	0.128*	0.151**	1.000						
	P-Value	0.021	0.006							
Job Definition(JD)	Correlation Coefficient	0.255**	0.224**	0.295**	1.000					
	P-Value	0.001	0.004	0.000						
Career Planning(CP)	Correlation Coefficient	0.156**	0.150**	0.269**	0.178*	1.000				

	P-Value	0.002	0.003	0.000	0.024					
<b>Employee Participation(EP)</b>	Correlation Coefficient	0.461**	0.273**	0.129	0.299**	0.382**	1.000			
	P-Value	0.000	0.000	0.101	0.000	0.000				
<b>Performance Appraisal(PA)</b>	Correlation Coefficient	0.349**	0.190**	0.301**	0.506**	0.152**	0.420**	1.000		
	P-Value	0.000	0.000	0.000	0.000	0.003	0.000			
<b>Training(T)</b>	Correlation Coefficient	0.356**	0.219**	0.316**	0.343**	0.262**	0.321**	0.362**	1.000	
	P-Value	0.000	0.000	0.000	0.000	0.000	0.000	0.000		
<b>Compensation(c)</b>	Correlation Coefficient	0.376**	0.274**	0.133*	0.306**	-0.004	0.567**	0.383**	0.296**	1.000
	P-Value	0.000	0.000	0.029	0.000	0.951	0.000	0.000	0.000	

The above tables displays inter correlations among the variables representing the different HRM practices namely general climate, OCTAPACE culture, selection, job definition, career planning, employee participation, performance appraisal, training and compensation. It is clear that the respondents are agreeing that these practices are well established in the organizations under study. These results can be considered as a good sign that different HRM practices are communicated and recognized by both managers as well as subordinates. It can be concluded that the results confirm positive relationship between HRM practices that indicates the level of satisfaction of employees towards HRM practices as hypothesized with varying degree of correlation.

## CONCLUSION

On the whole we found the existence of good HRM practices in the sample study organization. The managers in general showed a favorable attitude towards HRM practices of the organization. They were satisfied with the developmental policies of the top management as well as happy with the prevailing HRM climate in the sample organization. However, findings of the present study indicate that there is still substantial scope for improvement in various aspects of HRM practices in the sample study organization.

## SUGGESTIONS AND POLICY IMPLICATIONS

The research study attempts to analyze the impact of HR practices by focusing on relationship between HRM practices variables on organizational performance in the SBI. The banking industry in India is working hard to cope up with the technological changes and meet

the challenges of globalization. In this context, the following policy actions may be considered worthwhile,

- In order to meet the global standards and to remain competitive bank need to create such an organizational climate that has great impact on the quality of organizational performance.
- Besides, there is an urgent need for restructuring of OCTAPACE culture so that it can bring about changes required for better performance.
- The sample study organization has to attract the best talent from the market to maintain competitive edge.
- The management should provide up to date job description.
- The bank should provide proper performance appraisal system.
- The bank should have clear career path.
- Employees should be trained well to adopt latest technology and skills.
- The compensation should be decided on the bases of competencies and ability of the employees.

#### **LIMITATIONS AND DIRECTION FOR FUTURE RESEARCH**

The main limitation of this research study is about sampling issue as the small sample size reported may have affected the research results. In order to validate the findings of the study, case study, focus groups and longitudinal studies are another interesting approach that can be undertaken for future research.

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