

# Impact of HR Practices on Organizational Effectiveness: A Study With Reference to Engineering Colleges in Chennai, Tamil Nadu

K. Sreenivasa Murthy, Department of Management, Central University of Tamil Nadu, India

K. Sai Kumar, Narayana Engineering College, India

## ABSTRACT

The purpose of this paper is to identify the factors for both HR practices and organizational effectiveness along with what extent HR practices impact organizational effectiveness. The data were randomly collected from faculty working in engineering colleges located in around Chennai. An analysis of the data identified compensation, employee performance evaluation, recruitment and selection and training practices are the important HR factors. Similarly, employee recognition, development and encouragement, organizational policies and procedures, and organizational structure are the factors identified for the organizational effectiveness after analyzing the results generally are in tune with previous studies. Regression analysis was applied to test the impact of HR practices on organizational effectiveness, and it is found that there is a strong relationship between the two. It highlights compensation practices are the crucial element of HR practices and have a significant impact on the organizational effectiveness.

## KEYWORDS

Compensation Practices, Employee Performance Appraisal, Employee Recognition, Organizational Effectiveness, Organizational Structure

## 1. INTRODUCTION

The HR practices followed in the organizations have a high degree of impact on the performance and its survival. The HR practices directly influence the level of satisfaction of the employees both internal and external. It is thus identifying the degree to which employees discharge their responsibilities of the job with utmost satisfaction. The organizations that follow proper HR practices can develop self image psychologically with their work. Many researchers have proved that the importance of HR practices in the organizations cannot be overemphasized. It is a fact that an organization depends not only on its material or money but on its capable human resources. The HR practices have direct impact on the performance and the quality of work life of individuals as it provides strong desire to satisfy their needs for identity and development in their jobs (Harley, 2002; Tessema and Soeters, 2006).

It is true that the success of any organization depends on how well it manages the workforce in achieving its targeted goals. Implementation of HR practices within the organization is the responsibility of HR managers in the organization especially in service organizations than compare to manufacturing organizations (Radcliffe and Daniel, 2005). As the teaching sector is purely a

DOI: 10.4018/IJABIM.20210401.0a10

This article, published as an Open Access article on March 5th, 2021 in the gold Open Access journal, the International Journal of Asian Business and Information Management (converted to gold Open Access January 1st, 2021), is distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0/>) which permits unrestricted use, distribution, and production in any medium, provided the author of the original work and original publication source are properly credited.

service sector, the faculty is a crucial element and most important asset for its success and also in the achievement of organizational goals, proper HR practices must be followed to improve the quality of services of faculty. Pfeffer (1994) stated that good HR practices generate much loyalty, commitment, or willingness to expend extra effort for the organization's objectives. In the words of Stone (1998), it is the responsibility of the organizations how effectively they manage their human resources to extract maximum contribution from their employees. He also added that good HR practices are either part of the problem or part of the solution in gaining the productive contribution of people.

The organizational effectiveness is the capacity to reach the targets within the restrictions of available limited resources. Organizational effectiveness is known by different terms like organizational efficiency, organizational productivity or organizational profitability. Though it is known with different names the essence of the meaning is that it is the extent to which an organization achieves its goals within the given resources. Taghian et al., (2015), opined that it is difficult to define, conceptualize, and measure this concept. Regarding the definition of organizational effectiveness each person tends to have a different conceptualization of effectiveness in general and organizational effectiveness in particular. Guptha and Joshi (2008) stated that organizational effectiveness reflects how effectively an organization can discharge its responsibilities with reference to all its constraints both in the internal and external environment. Ravindra Pathak and Manoj Patwardhan (2011), viewed organizational effectiveness as more comprehensive than is reflected by mere good performance and productivity of members or the financial success of the organization. They also opined that there is no universal definition of organizational effectiveness or there can be no universal recipe for achieving it. Different organizations operating under same conditions may adopt different approaches to be successful in reaching their goals. In the words of Bernard Burnes (1998), there is a lack of clarity as to what organizational effectiveness is and how to achieve, maintain or improve it is flawed in certain respects and Prasad L M (2008), opined this confusion mainly due to discrepant conception of organizational effectiveness.

## **2. REVIEW OF LITERATURE**

Successful HR practices are more than ever before plays a leading role in the performance of organizations. Poor working conditions, improper compensation system, poor management and absence of evaluation system leads to failure in retaining capable personnel which ultimately leads to failure of the organization and is a common situation that appears in many organizations. Some of the previous researchers like Ahmad and Schroeder, (2003), Delaney and Huselid, (1996), Ichniowski et al., (1997), conducted studies on HRM activities with reference to developed countries. The content of their studies mainly focused on how HRM related practices greatly affect the performance of the employees. The literature available on human resources management elaborated the role of HR practices with different set of activities. For example, Pfeffer (1994) identified 16 HRM-related practices, Delery and Doty (1996) identified seven HRM-related practices, and Tessema and Soeters, (2006) identified eight HR practices. It is found that each set of these practices have shown significant impact on the performance across all types of organizations in different countries.

The importance of HR practices in the modern era cannot be ruled out due to increasing importance of organizational performance. Many studies conducted in the recent times have shown the research interest in the relationship between HR practices and performance relationship with a special focus on manufacturing sector particularly with reference to developed countries. (Boselie et al., 2001; Ferris et al., 1999; Guest, 1997; Huselid, 1995; Paauwe, 1998, Power and Boselie, 2003; Pfeffer, 1994). It is difficult to clearly know to what extent HRM affects organizational effectiveness especially in measuring service sector performance.

Effectiveness of the organization is not the direct result of any one of the HR practices; rather it is the combined influence of all the factors. The concept of organizational effectiveness has undergone many transformations over the years. In the 1950s it referred to the extent to which organizations

fulfilled their objectives. In the 1960s and 1970s it was defined as the ability of an organization to exploit its environment for accessing and utilizing limited resources. In the 1980s and 1990s it was seen as the ability to accomplish goals using minimum resources (Gavera et al., 2011). Many organizations have realized that human resources are the best assets to compete with internal and external threats in their sectors. The importance of the employer has extended from simply paying their basic salary towards employee engagement practices as the properly engaged employee contribute and affect the business in a greater sense. Employee identification and their development are the critical organizational requirements in a global competition. Many researchers in their studies support the relationship between organizational performance and employees' encouragement. The encouragement given to the employee helps organizations in achieving the goals, increasing their productivity. According to Macey and Schneider, (2008), the major elements of organizational effectiveness are commitment, loyalty and trust. A properly recognized employee committed to his job, organizational objectives as well as their responsibilities. Recognition given to the employee acts as a motivator and encourages him to combine all his efforts for taking his organization to the upper levels. Encouragement given to the employee leads to loyalty towards the organization and face challenges that may arise while discharging responsibilities.

The above-mentioned studies, therefore, support various factors for both HR practices and organizational effectiveness. Based on the literature available on these studies, an attempt has been done to know the impact of HR activities on organizational effectiveness. Though some of the studies have done on the same concept, but there are restricted to manufacturing sector giving less scope for the service sector. As such the present study may be considered as a brick to fill the gap in the literature.

### **3. OBJECTIVES OF THE STUDY**

In a competitive environment, it is important task before the managements of the engineering colleges to attract and retain the qualified faculty. In order to achieve this task and to get organizational effectiveness, managements are altering their strategies and focusing on increasing the satisfaction levels of the faculty. As such the aim of the present study is to investigate the HR activities that contribute organizational effectiveness. As against this background, the following are the objectives formulated to guide the study:

1. To determine the factors responsible for sound HR activities;
2. To determine the factors responsible for organizational effectiveness;
3. To determine the relationship between HR practices and organizational effectiveness.

### **4. HYPOTHESIS**

The study infers that the organizational effectiveness doesn't depend on the HR activities followed in the engineering colleges. Accordingly, the following hypothesis has been formulated:

$H_{o1}$ : There is no significant relationship between HR practices and organizational effectiveness.

### **5. RESEARCH DESIGN**

#### **5.1. Instrument Used**

The instrument was developed for exploring the opinion of respondents about HR practices and organizational effectiveness. It consists of three parts. The first part deals with the demographic profile of the respondents such as gender, marital status, educational level, and designation etc. Part two of the questionnaire deals with the factors which are considered most important by the respondents for

HR practices and part three of the questionnaire deals with the factors for organizational effectiveness. The questionnaire was developed based on the standardized practices on the literature available with the previous studies on HR activities and organizational effectiveness.

Some of the aspects included in the questionnaire consists of salary, performance, encouragement, standard of living, performance evaluation, recruitment, selection, training practices, recognition, and organizational policies and procedures etc.,. Respondents were asked to indicate the degree to which they agreed or disagreed with the statements related to the study. Each of the statement is measured on a four point Likert's scale ranging from 1 to 4, in which, 1 indicated "strongly disagree", 2 indicated "disagree", 3 indicated "agree" and 4 indicated "strongly agree".

## **5.2. Data Collection**

The sampling frame for the study is the full-time faculty working in engineering colleges located in and around Chennai; the capital of TamilNadu state. Convenient sampling technique was employed in the selection of engineering colleges and personal interview method was adopted to collect the primary data from the sample respondents. Validity of the statements in the questionnaire was assessed by conducting a pilot study in terms of wording, clarity and meaning. A total of 175 questionnaires were distributed. However, a sufficient sample size of 150 were received with every statement responded, making the response rate at 86 percent. According to Nunnally (1978), a sample size of 100 to 300 respondents is sufficient to test measurement scales and to reveal an effective factor structure. The respondents were selected randomly during the period between October 2019 and December 2019. Proper care has been taken in selecting the respondents from diverse population to represent a balanced mix of various demographic factors. The secondary data for the study had gathered from journals, magazines and also from the internet websites related to HRD practices and organizational effectiveness.

## **5.3. Analysis of Data**

The primary data collected from the sample respondents have been arranged systematically and tabulated in a format amenable for analysis. The data were analyzed by using appropriate statistical procedures like factor analysis, regression analysis and ANOVA. The factor analysis has been used to summarize the variables into smaller sets of linear composites. Regression analysis was used to estimate the impact of independent variables on the dependent variable and the ANOVA test has been used to test the significance of relationship between the variables under study.

# **6. RESULTS AND ANALYSIS**

## **6.1. Profile of the Respondents**

Of those responding to the questionnaire (see Table 1), it is found that the majority of respondents belong to male category, having marital status with post graduate qualification and assistant professor designation.

## **6.2. Reliability**

The internal reliability of various items of the questionnaire was verified by calculating Cronbach's alpha. The Cronbach's alpha coefficient is an indicator of internal consistency of the scale. A high value of the Cronbach's alpha coefficient suggests that the items that constitute the scale hang together and measures the same underlying construct. According to Hair et al. (2006) & Nunnally, (1978), the Cronbach's alpha, which is popularly used to measure the reliability of the instrument that ranges from 0 to 1, with values of 0.6 as lower level of acceptability.

**Table 1. Demographic Profile of the Respondents**

	No. of Respondents	Percentage
1. Gender		
a) Male	95	63.34
b) Female	55	36.64
Total	150	100.00
2. Marital Status		
a) Married	115	76.67
b) Unmarried	35	23.33
Total	150	100.00
3. Education		
a) Graduate	05	3.33
b) Postgraduate	110	73.34
c) Ph.Ds	35	23.33
Total	150	100.00
4. Designation		
a) Assistant Professor	70	46.66
b) Associate Professor	50	33.34
c) Professor	30	20.00
Total	150	100.00

Source: Compiled by authors

### 6.3. Factor Analysis for HRD Practices

To identify various factors and to find out the relationship among the variables used in the study, the concept of factor analysis was applied. One of the reasons for applying factor analysis was to combine the variables that are highly associated. According to Alias Radam et al, (2010), the factor analysis involves extraction of factors from a correlation matrix, deciding how many factors to be interrupted and finally rotating the retained factors. Data were subjected to factor analysis and the factors were generated using principle component analysis and varimax rotation. The Table 2 shows the results of factor analysis for HR practices.

The principal component analysis in data extraction extracted four factors with Eigen values above one. The Eigen values of the four factors along with the Chronbach's alpha and cumulative percentage of the variance is shown in Table 3.

The four factors are namely, compensation management practices, employee performance evaluation practices, recruitment and selection practices, training practices and the total variance explained is 66.868 percent. According to Hair et al (1998), the sum of square of the factor loadings of each variable on a factor represents the total variance explained by the factor. And, so Eigen values greater than 1.0 are considered significant and a total variance greater than 60 percent is also considered satisfactory.

### 6.4. Correlation Matrix for HRD Practices

Correlation analysis was used to study the existence of relationship between the factors obtained under the factor analysis (see Table 4).

**Table 2. Results of Factor Analysis for HRD Practices**

	Loadings	Mean Score
<b>Factor 1(Compensation Management Practices-CMP)</b>		
The organization has attractive compensative system	0.728	3.01
The organization provides equitable internal and external salary	0.715	2.67
The organization has performance based salary system	0.711	3.26
The organization encourages faculty with better performance	0.709	3.18
The organization provides salary as per standards of living	0.682	2.92
<b>Factor 2(Employee Performance Evaluation Practices-EPE)</b>		
Employee Performance Evaluation is considered as important task by management	0.751	2.85
The organization provides feedback on Employee Performance	0.649	3.32
The organization has good operational Employee Performance Evaluation system	0.626	3.34
Performance evaluators has sound knowledge in the evaluation system	0.525	2.09
Employee Performance Evaluation results has a lot to do with personal decisions	0.514	3.07
<b>Factor 3(Recruitment and Selection Practices-RSP)</b>		
The organization has sound operational recruitment and selection policies	0.689	3.09
The organization provides clear and written job description and job specification	0.717	2.17
The organization maintains merit in recruitment and in selection process	0.678	3.18
The organization provides good salary to attract the qualified applicants	0.643	2.51
<b>Factor 4(Training Practices-TP)</b>		
The organization has sound operational training policy	0.651	3.15
The organization continuously assess the training needs of the faculty	0.642	2.06
There is continuity in monitoring and evaluating the training programmes	0.604	2.16
The organization has good linkages with training providers	0.556	2.66

Source: Compiled by authors

The correlation matrix shows that compensation management practices are strongly correlated with employee performance evaluation practices (0.712,  $p < 0.01$ ). It is therefore assumed that attractive compensation packages and encouragement to the faculty is possible with proper feedback and evaluation practices. Similarly, there is a significant correlation between the employee performance

**Table 3. Chronbach's alpha and Cumulative Percentage Variance of the Factors**

Factors	Chronbach's alpha	Eigen Values	Percentage of Variance	Cumulative Percentage
Compensation Management Practices	0.769	4.626	25.721	25.721
Employee Performance Evaluation Practices	0.738	3.905	20.657	46.378
Recruitment and Selection Practices	0.724	3.711	11.225	57.603
Training Practices	0.712	2.425	9.265	66.868

Source: Compiled by authors

**Table 4. Correlation Matrix for HRD Practices**

Factor	CMP	EPE	RSP	TP
CMP	1			
EPE	0.712	1		
RSP	0.375	0.675	1	
TP	0.302	0.654	0.301	1

\*Correlation is significant at 0.01 level,  $p = 0.01$

evaluation practices with recruitment and selection practices (0.675,  $p < 0.01$ ) followed by training practices (0.654,  $p < 0.01$ ).

### 6.5. Factor Analysis for Organizational Effectiveness

Table 5 shows the results of factor analysis for organizational effectiveness.

The principal component analysis in data extraction extracted five factors with Eigen values above one. The Eigen values of the five factors along with the Chronbach's alpha and cumulative percentage of the variance is shown in Table 6.

It is clear from the table that Employee Recognition is the most important factor accounting for 29.154 percentage of variance followed by employee encouragement, employee development, organization policies and procedures and organizational structure. The total variance explained was 78.749 percent.

### 6.6. Correlation Matrix for Organizational Effectiveness

Correlation analysis was used to study the existence of relationship between the factors obtained under the factor analysis for organizational effectiveness shown in Table 7.

Thus, it is clear from the above table that there exists a strong correlation between employee encouragement and employee recognition (0.691,  $p < 0.01$ ), followed by employee development and employee recognition (0.592,  $p < 0.01$ ) and employee encouragement and employee development (0.573,  $p < 0.01$ ). These results show that organizational effectiveness was greatly affected by employee recognition, employee encouragement and employee development. Similarly, the other factors are also significantly correlated with each other. The reason for the high correlation among these factors may be due to the fact that encouragement given to the faculty not only offers recognition but a higher position with higher status and power and also motivate them towards professional development.

### 6.7. Regression Analysis of HRD Activities on Organizational Efficiency

To determine the relationship between HR practices and organizational effectiveness, the collected data were further used for regression analysis. The set of factors namely, compensation management practices, employee performance evaluation practices, recruitment and selection practices, training practices are taken as independent variables and organizational effectiveness is taken as dependent variable. The result of regression analysis is shown in Table 8.

From Table 8, it is clear that the measure of strength of association in the regression analysis is given by the coefficient of determination denoted by  $R^2$ . The  $R^2$  value in the present study is 0.662, which shows that 66.2 percent of the variation in organizational effectiveness can be explained by the four factors or independent variables. The model is statistically significant at a confidence level of 99 percent. An analysis of the ANOVA indicates that there is a significant relationship between HR practices and organizational effectiveness (see Table 9).

**Table 5. Results of Factor Analysis for Organizational Effectiveness**

	Loadings	Mean Score
<b>Factor 1(Employee Recognition-ER)</b>		
The salary provided is based on the performance of the faculty	0.785	3.21
Proper recognition is given to faculty based on their performance	0.762	2.47
The faculty with leadership skills get more priority	0.623	3.16
The faculty with dedication and disciplined approach get additional job roles	0.605	3.15
<b>Factor 2(Employee Encouragement-EE)</b>		
The faculty participation is encouraged in decision making	0.731	2.75
The faculty are encouraged for their innovations	0.675	3.32
Suitable work environment exists in the organization	0.626	2.34
Training is provided to enhance the performance of employees	0.543	3.21
The faculty are encouraged for their creativity	0.525	3.07
Good environment exists to express the feelings of the faculty	0.412	2.65
<b>Factor 3(Employee Development-ED)</b>		
Opportunities are provided for improvement of performance	0.774	3.07
The organization supports the faculty in meeting their objectives	0.647	2.47
Training and development programmes are helpful in career development	0.651	3.21
The organization encourages the faculty with diverse talents	0.621	2.51
The college environment is helpful for self development	0.565	3.01
<b>Factor 4(Organization Policies and Procedures-OPP)</b>		
The organizational policies and procedures are equally applicable to all employees.	0.611	3.04
The organizational policies and procedures are simple and communicated well in advance	0.572	3.06
The changes are communicated before they are implemented	0.544	2.86
<b>Factor 5 (Organizational Structure-OS)</b>		
The role of the employees is clearly defined in achieving the organizational objectives	0.715	2.27
Management recognizes the faculty when multiple roles are played	0.672	3.08
The flow of information among the faculty is good	0.616	2.49
The leadership provides right direction in achieving the objectives.	0.546	2.11

Source: Compiled by authors

## DISCUSSION

The study is aimed to identify the factors responsible for HR practices and organizational effectiveness along with the investigation to find out the impact of HR practices on organizational effectiveness. The analysis showed four factors for good HR practices such as compensation, employee performance evaluation, recruitment& selection and training practices. These factors are in tune with the results obtained by Cohen and Wheeler (1997) and Hilderbrand and Grindle (1997). According to them low salary levels, inability to fire people, too few rewards for good performance, faulty recruitment procedures ineffective leadership are the some of the reasons for failure of the organizations. The studies conducted by Kalleberg and Moody, (1994), on training and employee competence, Hsu and



**Table 6. Chronbach's alpha and Cumulative Percentage Variance of the Factors**

Factors	Chronbach's alpha	Eigen Values	Percentage of Variance	Cumulative Percentage
Employee Recognition	0.749	4.526	29.154	29.154
Employee Encouragement	0.738	3.802	22.457	51.611
Employee Development	0.724	3.612	10.525	62.136
Organization Policies and Procedures	0.711	2.326	9.358	71.494
Organizational Structure	0.705	2.311	7.255	78.749

Source: Compiled by authors

**Table 7. Correlation Matrix for HRD Practices**

Factor	ER	EE	ED	OPP	OS
ER	1				
EE	0.691	1			
ED	0.592	0.573	1		
OPP	0.372	0.523	0.392	1	
OS	0.463	0.324	0.426	0.527	1

\* Correlation is significant at 0.01 level,  $p = 0.01$

Leat, (2000), Huselid, (1995), on recruitment and selection and employee competence, Becker and Gerhart, (1996), Fey et al., (2000) on job descriptions and placement and role clarity, Hilderbrand and Grindle,(1990) on compensation and retention of the employee also stated and supported the same factors identified in the present study for the good HR practices.

imilarly the findings on organizational effectiveness with reference to employee recognition was proved by the previous studies conducted by Pathak R D(1983). Another study conducted by Chaughtai and Amir Ali (2008) on employee encouragement and development is also in line with the results of the present study. This study also recognized organizational policy and procedures as the key factor of organizational effectiveness as it was proved by SueJackson(1998) and Andrea Rangone(1997).

**Table 8. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802 <sup>a</sup>	.662	.598	9.377

**Table 9. ANOVA Results**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	965.325	3	321.775	29.12	0.05
	Residual	6589.526	596	11.05		
	Total	19001.546	599			

Source: Compiled by authors

Similarly, organizational structure plays an important role in organizational effectiveness as was depicted by Gadaliahu H and Harel et al (2003).

## **CONCLUSION**

Based on the findings of the study, a few key points can be developed to conclude this research paper. It is very much important that the managements of the colleges must understand these factors and should provide what is suitable and best for the college development. The results of the study imply that compensation practices are the crucial element of HR practices and have a significant impact on the organizational effectiveness. Hence it is concluded that the management of engineering colleges should pay more attention on this aspect to enhance the effectiveness in functioning the college.

The other important practice of HR is to strengthen the employee performance evaluation procedures as it not only identifies the weakness of the faculty but also strengthen them in meeting their career and personal development to suit with the present day environment. Hence it is necessary to develop a proper mechanism to identify the training needs of faculty and update them in all aspects. Similarly, management must concentrate on maintaining proper recruitment and selection procedures by giving more importance on merit in appointing right kind of faculty. Employee recognition is identified as another crucial factor for the organizational effectiveness followed by employee encouragement and personal development. A properly recognized employee shows his respect on management and involvement in his work, the managements of the colleges must focus on these aspects by giving them an opportunity in decision making and support for the work done. This can be done through entrusting them with more power, larger delegation of authority and incentives for their achievements. As organizational policies and procedures and organizational structure also play an important role in organizational effectiveness, the managements ought to focus on developing a good working environment with well defined policies and procedures along with role clarity for extracting maximum contribution from the faculty.

## REFERENCES

- Ahmad, S., & Schroeder, R. (2003). The Impact of HR Practices on Operational Performance: Recognizing Country and Industry Differences. *Journal of Operations Management*, 21, 19–43. doi:10.1016/S0272-6963(02)00056-6
- Becker, B. E., & Gerhart, M. A. (1996). The Impact of Human Resource Management on Organisational Performance: Progress and Prospects. *Academy of Management Journal*, 39(4), 799–801.
- Boselie, P., Paauwe, J., & Jansen, P. (2001). Human Resource Management and Performance: Lessons from the Netherlands. *International Journal of Human Resource Management*, 12(7), 1107–1125. doi:10.1080/09585190110068331
- Burnes, B. (1998). Recipes for Organizational Effectiveness. Mad, Bad or Just Dangerous to Know, Career Development. *International Journal (Toronto, Ont.)*, 3, 100–106.
- Chaughtai & Ali. (2008). Impact of Job Involvement on In Role Job Performance and Organizational Citizenship Behavior. *Journal of Behavioral and Applied Management*, 1(January). <http://www.highbean.com/doc/Ip3-1428874881.html>
- Cohen, J., & Wheeler, J. (1997). Training and Retention in African Public Sectors: Capacity- Building Lessons from Kenya. In M. Grindle (Ed.), *Getting Good Government: Capacity Building in the Public Sector of Developing Countries* (pp. 125–153). Harvard Institute for International Development.
- Delaney, J. T., & Huselid, M. A. (1996). The Impact of Human Resource Management Practices on Perceptions of Organisational Performance. *Academy of Management Journal*, 39(4), 949–969.
- Delery, J. E., & Doty, D. H. (1996). Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency and Configurationally Performance Predictions. *Academy of Management Journal*, Vol, 39(4), 802–835.
- Ferris, G. R., Hochwater, W. A., Buckley, M. R., Harrell-Cook, G., & Frink, D. D. (1999). Human Resource Management: Some New Directions. *Journal of Management*, 25(3), 385–415. doi:10.1177/014920639902500306
- Gadaliahu, H. (2003). Achieving Organizational Effectiveness through Promotion of Women into Managerial Positions, HRM Practice Focus. *International Journal of Human Resource Management*, 14(2), 247–263. doi:10.1080/0958519021000029108
- Gavera, C., Ilies, L., & Stegorean, R. (2011). *Determinants of Organizational Performance*. Academic Press.
- Guest, D. E. (1997). Human Resource Management and Performance: A Review and Research Agenda. *International Journal of Human Resource Management*, 8(3), 263–276. doi:10.1080/095851997341630
- Gupta & Joshi. (2008). *Organizational Behavior* (5th revised Edition). Kalyani Publications.
- Hair, J. F. (1998). *Multivariate Data Analysis* (5th ed.). Prentice Hall.
- Harley, B. (2002). Employee Responses to High Work Performance System Practices: An Analysis of AWIR95 Data. *The Journal of Industrial Relations*, 44(3), 335–358. doi:10.1111/1472-9296.00057
- Hilderbrand, M., & Grindle, M. (1997). Building Sustainable Capacity in the Public Sector: What Can Be Done? In M. Grindle (Ed.), *Getting Good Government: Capacity Building in the Public Sector of Developing Countries* (pp. 31–61). Harvard Institute for International Development.
- Hsu, Y., & Leat, M. (2000). A Study of HRM and Recruitment and Selection Policies and Practices in Taiwan. *International Journal of Human Resource Management*, 11(2), 413–435. doi:10.1080/095851900339936
- Huselid, M. A. (1995). The Impact of Human Resource Management Practices on Turnover, Productivity and Corporate Financial Performance. *Academy of Management Journal*, 38(3), 635–672.
- Ichniowski, C., Shaw, K., & Prensushi, G. (1997). The Effect of Human Resource Management Practices on Productivity: A Study of Steel Finishing Lines. *The American Economic Review*, 87(3), 291–313.
- Jackson, S. (1998). Organizational Effectiveness within National Health Service(NHS) Trusts. *International Journal of Health Care Quality Assurance*, 11(7), 216–221. doi:10.1108/09526869810243926

- Kalleberg, A. L., & Moody, J. W. (1994). Human Resource Management and Organizational Performance. *The American Behavioral Scientist*, 37(7), 948–962. doi:10.1177/0002764294037007007
- Macey, W., & Schneider, B. (2008). The Meaning of Employee Engagement. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 1(1), 3–30. doi:10.1111/j.1754-9434.2007.0002.x
- Nunally, C. J. (1978). *Psychometric Theory*. Mc- Graw Hill.
- Paauwe, J. (1998). *HRM and Performance: The Linkage between Resources and Institutional Context*. Erasmus University.
- Paauwe, J., & Boselie, P. (2003). Challenging Strategic HRM and the Relevance of the Institutional Setting. *Human Resource Management Journal*, 13(3), 56–70. doi:10.1111/j.1748-8583.2003.tb00098.x
- Pathak, R., & Patwardhan, M. (2011). Impact of Job Involvement on Organizational Effectiveness: A Study among Faculty Members, Prabhndhan. *Indian Journal of Management*, 4(5), 36–42.
- Pathak, R. D. (1983, October – December). Job Involvement and Need Satisfaction of Bank Officers in India. *Vikalpa*, 8(4), 297–302. doi:10.1177/0256090919830406
- Pfeffer, J. (1994). *Competitive Advantage through People: Unleashing the Power of the Work Force*. Harvard Business School Press. doi:10.2307/41165742
- Prasad, L. M. (2008). *Organizational Behavior (4th Revised Edition)*. Sultan Chand and Sons.
- Radam, A., Abu, M. L., & Yacob, R. (2010). Consumers Perceptions and Attitudes towards Safety Beef Consumption. *The IUP Journal of Marketing Research*, Vol, 9(4), 29–50.
- Radcliffe & Daniel. (2005). Critique of Human Resources Theory. *Otago Management Graduate Review*, 3, 51–67.
- Rangone, A. (1997). Linking Organizational Effectiveness, Key Success Factors and Performance Measures: An Analytical Framrwork. *Management Accounting Research*, 8(2), 85–94. doi:10.1006/mare.1996.0039
- Stone, R. (1998). *Human Resource Management*. Wiley.
- Taghian, M., D'Souza, C., & Polonsky, M. (2015). A Stakeholder Approach to Corporate Social Responsibility, Reputation and Business Performance. *Social Responsibility Journal*, 11(2), 340–363. doi:10.1108/SRJ-06-2012-0068
- Teclmichael Tessema, M., & Soeters, J. L. (2006, January). Challenges and prospects of HRM in developing countries: Testing the HRM–performance link in the Eritrean civil service. *International Journal of Human Resource Management*, 17(1), 86–105. doi:10.1080/09585190500366532

*Kota Sreenivasa Murthy, Associate Professor, Department of Management, School of Commerce and Business Management, Central University of Tamil Nadu, holds Ph.D. from prestigious Sri Venkateswra University, Tirupati. As an active researcher, he is particularly interested in areas such as Accounting, Finance, Banking and Entrepreneurship. He has published 2 books and 25 research papers in reputed National and International journals to his credit. He has been subject expert and panel member for several autonomous colleges. He has participated more than 50 national and international seminars, conferences and workshops, etc. He is an Editorial Board Member and Reviewer of Various National and International Journals. He has total work experience of 22 years in teaching Accounting, Finance and Management subjects at UG and PG Level. He is a Life Member of Indian Accounting Association (IAA) & Indian Academic Research Association (IARA) and Visiting Faculty for various institutions in the area of Commerce and Management.*

*K. Saikumar, Professor, Department of Management, Narayana Engineering College, Nellore, Andhra Pradesh. He has published 40 research papers in reputed National and International journals to his credit. He has participated more than 30 national and international seminars, conferences and workshops, etc. He has total work experience of 26 years in teaching Management Subjects.*