

T.C.
İSTANBUL KÜLTÜR UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

**THE IMPACT OF HUMAN RESOURCE MANAGEMENT ON ORGANIZATIONAL
PERFORMANCE**

Masters of Applied Science Thesis

Muhaddas HUSSAIN
1800001541

Department: Industrial Engineering
Programme: Engineering Management

Supervisor: Asst. Prof. Dr. Ibrahim Ethem TARHAN

FEBRUARY 2021

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TABLE OF CONTENTS

ACKNOWLEDGEMENT	iii
TABLE OF CONTENTS.....	iv
LIST OF TABLES	vii
LIST OF FIGURES	viii
LIST OF SYMBOLS	ix
ÖZET.....	x
ABSTRACT	xi
1. INTRODUCTION.....	1
1.1. Problem statement.....	3
1.2. Objectives	4
1.3. Hypothesis	4
1.4. Work breakdown of the study.....	4
1.5. Research Significance.....	5
1.6. Limitations	5
2. LITERATURE REVIEW	7
2.1. HRM Positive links in history.....	7
2.2. HRM Practice in Turkey	8
2.2.1 HRM theories.....	10
2.2.2. AMO theory	10
2.2.3. Agency theory	10
2.2.4 Contingency theory	10
2.2.5 Transaction cost theory	10
2.2.6 Organizational behavior theory.....	11
2.2.7 Human capital theory	11
2.3. Motivation	11
2.4. Links with performance.....	11
2.5. Challenges & cost affect.....	11
2.6. HR Strategies	11
2.6.1. General HR strategies	12

2.6.2. High performance	12
2.6.3. High commitment general HR strategies	12
2.6.4. High involvement management	12
2.6.5. Specific HR strategies	13
2.7. HR Activities	14
2.7.1. Job analysis	14
2.7.2. Job hiring flowchart	14
2.7.3. Training and development program	15
2.7.4. Compensation and benefits	15
2.7.5. Planning and organization development	16
2.7.6. Managing performance	16
2.7.7. Health and safety provision	16
2.8 HRM models	17
2.8.1. The Matching model of HRM	17
2.8.2. The Harvard model	18
2.8.3. The guest model of HRM	19
2.8.4. The Warwick models	20
2.8.5. The European model of HRM	21
2.8.6. Soft and hard HRM model	21
2.9. HR role in business	22
2.10. Past research on the topic	22
3. METHODOLOGY	35
3.1. Data Collection Criteria	35
3.2. Target Population	35
3.3. Questionnaire designs	35
3.4. Pre-testing	36
3.5 Method of data analysis	36
3.5.1. Descriptive test	37
3.5.2. Regression Analysis	38
3.5.3 Foundation framework	39
3.6. Operational definition of variable	39
3.6.1 HRM (Independent Variable)	39
3.6.2 OP (Dependent Variable)	40

4. IMPLEMENTATION AND RESULTS.....	41
4.1. Background.....	41
4.2 Conceptual Frame Work	41
4.3 Hypothesis Development.....	41
4.3.1 Type of study	41
4.3.2. Instrumentation	42
4.4. Human Resource management (Independent Variable)	42
4.5. Organizational Performance (Dependent Variable)	42
4.6. Sampling method	42
4.7. Data analysis tools	42
4.8. Demographics	42
4.9. Results and analysis.....	43
4.9.1. Data screening.....	43
4.9.2. Characteristics of demographics	44
4.9.3 Countries Mean Differences	45
4.9.4. Reliabilities analysis	47
4.9.5. Descriptive statistics	47
4.9.6. Control variables.....	48
4.9.7. Correlation analysis	49
4.9.8. Regression analysis.....	50
4.10 Results discussion	51
5. CONCLUSION.....	55
5.1. Performance implications	55
5.2. Recruitment implications	56
5.3. Recommendations.....	56
BIBLIOGRAPHY	57
Appendix A_ Information Consent	67

LIST OF TABLES

Table 4.1: Normality Test	43
Table 4.2: Gender of Participants	44
Table 4.3: Countries of Participants	45
Table 4.4: Countries mean differences	46
Table 4.5: Reliability Analysis	47
Table 4.6: Descriptive Statistics	48
Table 4.7: Impact of demographics.....	48
Table 4.8: Correlations	49
Table 4.9: Regression Analysis for Impact of IVs on DV	51
Table 4.10: Summary of Hypothesis Accepted/Rejected	51

LIST OF FIGURES

Figure 2.1: HR main activities	14
Figure 2.2: Flowchart of job hiring	15
Figure 2.3: Training and development process	15
Figure 2.4: Matching model of HRM	17
Figure 2.5: Harvard model	18
Figure 2.6: Guest model of HRM	19
Figure 2.7: Warwick model.....	20
Figure 2.8: European model of HRM	21
Figure 3.1: Foundation framework	39
Figure 4.1: Conceptual framework of the study.....	41
Figure 4.2: Regression slope analysis	50

LIST OF SYMBOLS

HRM	: Human Resources Management
OP	: Organizational performance
EO	: Economic performance
FP	: Firm performance
CM	: Conceptual model
EO	: Entrepreneurial orientation
OLC	: Organizational learning capability
HRMP	: Human resources management practices
HPWS	: High power work system

Üniversite	: İstanbul Kültür Üniversitesi
Enstitü	: Lisansüstü Eğitim Enstitüsü
Anabilim Dalı	: Endüstri Mühendisliği
Programı	: Mühendislik Yönetimi
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ÖZET

İNSAN KAYNAKLARI YÖNETİMİNİN ORGANİZASYON PERFORMANSINA ETKİ

Muhaddas HUSSAIN

İnsan kaynakları yönetimi kurumsal performans ile İnsan Kaynakları uygulamaları arasında çok güçlü bir bağ kurmuştur. İnsan kaynakları yönetimi (İKY) genel itibariyle kurum hedeflerini gerçekleştirmek için tüm etkinlikleri, politikaları, gelişmeleri ve seçme yapma, tazminat etme, ve eğitim süreçleri dahil çalışan ilişkilerini kapsayan temel süreçtir. İnsan kaynakları yönetimi kurumun performansını artırmak için her departmanın ve işçinin maksimum derecede katkı sağlamasını ve doğru zamanda doğru kişinin seçilmesini temin eder. Bu çalışma, İKY ve Kurumsal Performans'ın (KP) üzerindeki etkisi arasındaki ilişki ölçülmüştür. Bu araştırmada veriler Pakistan, Türkiye, Bangladeş, Hindistan, Bahreyn, Kanada, ve İtalya gibi farklı ülkelerden toplanmıştır. Bu çalışma örneği N=50'dir, yöneticiler ve yüksek yetkiye sahip kişilerden toplanmıştır. Değişkenler arasındaki ilişkiyi kontrol etmek için anket (5 Nokta Likert Ölçeği) kullanılmıştır. Veriler sosyal bilimler için istatistiksel paket (SPSS) programı ile analiz edilmiştir. İlişkiyi araştırmak için korelasyon ve çok doğrusal regresyon testi kullanılmıştır. Sonuçlar İnsan Kaynakları Yönetiminin (İKY) Kurumsal Performansla (KP) olumlu ve anlamlı bir şekilde ilişkili olduğunu göstermiştir, ve İKY, sanayinin genel performansı üzerinde derin bir etkiye sahiptir. Bu araştırma, her türlü organizasyon için faydalı olabilir. Bu çalışma insan kaynakları yöneticileri, personeli ve gelecekteki araştırmacılar için de yeni kapılar açacaktır.

Anahtar Kelimeler: İnsan Kaynakları Yönetimi, Kurumsal Performans.

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ABSTRACT

THE IMPACT OF HUMAN RESOURCE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE

Muhaddas HUSSAIN

Human resource management has established a very strong connection between organizational performance and HRM practices. HRM is a fundamental process that covers all activities, policies, developments, and employee relations including, selection, compensation, and training processes to achieve organizational goals. HRM ensures that every department, labor, contributes to its maximum and selection of the right person at the right place to increase the performance of the organization. The present study gauged the relationship between HRM and its impact on organizational performance. In this research, data has been collected from different countries such as Pakistan, Turkey, Bangladesh, India, Bahrain Canada, and Italy. The sample of this research was N=50, collected from managers and high authority people. To assess the relationship amid variables questionnaire (5 Point Likert Scale) was used. Data analyzed through statistical package for the social science (SPSS). Correlation and multi-linear regression tests were used to explore the relationship between HRM and OP. Results showed that HRM positively and significantly related to organizational performance. HRM has deep effect on the overall performance of industry. This research can be beneficial for any kind of organization and entrepreneurial of organizations. This study will open new doors for HR managers, staff, and also for future researchers as well.

Key Words: Human Resources Management, Organizational Performance

1. INTRODUCTION

In promptly shifting the economic atmosphere categorized by globalization, and deregulation of the market increased the competition in product markets. To be competitive, organizations must constantly advance their performance; innovate in terms of products and processes, as well as quality, efficiency, and swiftness of the market launch. It is hoped that this distinct study forum on HRM in addition to the organizational performance will help to improve understanding and the importance of the HR management to maintain the performance of education and also organizational performance.

Employees are the main part and asset of any organization, the performance of the organization depends on the employees. A successful businessman knows the importance of job satisfaction, he tries to increase operational results like quality, quantity, and services because these things have a very positive and strong effect on the finance and market performance so the selection of the right person for the right place according to the requirement of an organization is very important. As (Barney, 1991) the workers in different organizations can be the main part of competitive benefits far from other resources. For this purpose, the responsibility of HR management is very important to increase the performance of R&D, marketing, and in the production area. HRM is known as a set of employee management activities. We can see the department of Human Resources management in all big successful, international, and now a day in small and medium organizations. The major goal of HRM is to help the company reach its goals by staffing, employee compensation, and benefits.

Conceptual as well as empirical effort appropriate to this query has developed sufficiently for suggesting that part of the human resources could be critical (Potočník, 2016). Though given the size plus complexity of the problem, the scope of this work is comparatively small besides most key issues, therefore, requires more consideration. It is believed that the publication of this distinct forum will reassure and strengthen concentration in the field and help researchers to make decisions by

deciding what is to learn and how it should be learned. We also expect that they will be able to demonstrate their human resources (HR) in addition to direct administrators, as their human resource management structures have generally failed to improve their business performance.

HRM is a very deliberate, and coherent method for managing an organization's valuable resources. That is to say, the individuals who work there have contributed individually and together to the accomplishment of their goals (Armstrong, 2014). Also, HRM practices are demarcated as a set of organizational activities designed to manage human capital and ensure their use to achieve their goals (Wilton, 2016). Adopting some human resources management practices can have an optimistic effect on the functioning of the firm or organization by establishing strong links or reducing performance when definite combinations of the practices are unintentionally combined (Bell, 2018).

Therefore, if believed that human resource management is the only service that any administrator can offer when employing and selecting, evaluating, training, and recompensing employees, we prefer to take back up and act on those who comprehend the effect of the HRM (human resources management) on the progress of enterprise to take to the center of the stage. Research shows a positive association between human resource management practice to business progress.

Thus aiming for stimulating corporate performance, managing is essential to advance expert plus endowed employees who must be skilled in executing their profession effectively (Markoulli et al., 2017). Accomplishing the company's best performance requires organization, success, effective and efficient operations to create a competitive global position. Human resources management is related to selection, training as well as advancement, performance evaluation, compensation, up-gradation, incentives, job strategy, participation, contribution, communication, job safety, and other aspects of the policy.

To do this, you must understand the following elements: competence, collaboration with the management team, cooperation between employees, enthusiasm, commitment, satisfaction, retaining, mental and physical presence, etc. Indeed, (Ahmad, 2003) discovered the positive effect of the human resource management practices (info sharing, intensive training, discerning employment, compensation as well as incentives, status variances, job safety, and subsidiarity as

well as usage of the squads) on the performance of any organization by way of the operational performances (value, cost reduction, elasticity, deliverability as well as obligation). In addition to this statement, (Lee et al, 2010) also found positive effects on HR management practices (HR organization, recruitment, inducements, evaluation, training, cooperation, worker engagement, and alterations in ranks as well as job safety).

1.1. Problem statement

Research questions are intellectual motivations in the form of scientific investigation. Based on many years of experience, Human resources management has played a part at every level in achieving organizational goals with other organizations in the world. It has been perceived that human resource management in Turkey, Pakistan, and also in many other countries have not worked well for maintaining efficiency as well as the growth of the population. Any manager who is passionate about training will often face cost/benefit analysis issues. The labor costs are very easy, but the assets are hard to attribute. So that it is necessary to list the issues regarding human resource training.

It is perceived that issues facing businesses in addition to an increasing amount of employees are being encountered with the poor situation of service comprising remuneration. Also, exchange rate problems have been added to the new dimensions of the problems faced by professional organizations. The general influence of the issue is that most industrial organizations could no longer have enough money to offer to the employees' good compensation and sufficient payment for their work. This is a condition that brought about the incompetence of the human resource for the accomplishments of organizational objectives. At present, many countries and their economies are facing economic difficulties, which include evacuations, dismissals, layoffs, mergers, and acquisitions. Besides, the reasons for poor organizational performance in most organizations around the world are also important. At this point, the problem is one of the factors contributing to organizational growth and achieving goals.

1.2. Objectives

The Specific objectives are:

- To check the impact of HRM on organizational performance.
- To determine the effect on the general performance of any organization.
- To Review human resources functioning, policies as well as plans in the area of case studies.
- To check the impact of HRM on organizational performance in different countries.

1.3. Hypothesis

H1: Human Resource Management is positive and significantly related to organizational performance.

H₀: Human Resource Management is negatively and insignificantly related to organizational performance

1.4. Work breakdown of the study

This work is organized into five chapters. The first chapter is an introductory chapter, which includes: the research context, the problem statement, and the research questions with research objectives. It also covers the meaning of research and the sequential layout of the research.

The second chapter provides a general framework for the following chapters and reviews existing research on concepts and theories so that people can better understand the theme.

The third chapter includes research methods. Provide research plan, procedures and methods, study population coverage, and describe study areas, sampling techniques, instruments, data collection procedures, and analysis

Chapter 4 is based on the analysis of data and the interpretation of outcomes and discussions, while Chapter 5 presents the conclusions drawn from the results and suggests solutions based on these results, as well as on future research directions for future researchers on the subject.

1.5. Research Significance

The fact that human resources occupy a unique and delicate position in any manufacturing industry is a recognized fact; (Becker, 2010). Therefore research of this nature will help the industries and organizations to interpret the impact of HRM on the performance of the organization. The study represents appropriate human resources management strategies, strategies, processes, plans as well as practices, and possible outcomes of organizational parameters. Moreover, it also sheds light on employee benefits and short term training to achieve the organization's goals. Larger communities could benefit from the improved organizational performance that will raise the standard of living in most of the informal sectors they deal with and to make a significant contribution to the country's economic growth.

This study represents the relation between human resource management and its impact on organizational performance. High authorities like managers, general managers, and the persons who are involved directly in human resource practice have been taken to check the impact of human resources management on the overall performance of the organization. Samples of this study have been taken from seven countries also to check the influence on the organizational performance.

This research could motivate the policymakers and implementers to implement to pay particular attention to HRM practice and the effect of the strategies of human resource management to accomplish organizational goals. The overriding importance of this work is to expand existing theories on human resource management, provide an orientation to those involved in other related research, and create space for hereafter research on human resource management in addition to organizational functioning. The conclusions and commendations will deliver a concrete foundation for the sound management of their human resources and provide an opportunity to increase the performance of the existing workforce.

1.6. Limitations

This research study despite its important outcomes, is considered like other humans face limitations and challenges. The first limitation, this research study is conducted in Turkey, Pakistan, Bahrain, Bangladesh, India, Italy and, Canada

The second limitation of this research, the researcher only selected high-rank people and sent E-mail to managers and other seniors related to this field, and

collected data from different countries. Thirdly this research study could not cover all those parameters that have an impact on organizational performance and the relation between HRM and organizational performance, although the researcher worked on the overall organizational performance.



2. LITERATURE REVIEW

2.1. HRM Positive links in history

The period between 1985 to 2000 is very important for the research on HRM (Delaney, 1996) studied on the business from different kinds of industries from different parts of the world. And they did find that for good performance, incentives, motivation, hiring, training process, and role of HRM is important. They researched both profitable and non-profitable organizations and the results for both profitable and non-profitable were similar to each other.

In the starting of the 1890s different and some organizations started to work for employees (Eilbirt, 1959). and also for the families of employees like medical facilities, houses schemes, lunch places, libraries, and many others like woman welfare (Gospel, 1992)

To check the relation a research was conducted by collecting monthly data of 36 steel companies, they also conducted HR managers interviews, and their documentations showed a powerful positive relationship for the role of HRM in both product lines and the marketing department. (Casey Ichniowski, 1997)

After the world war, a personal management system was introduced in America and started work for worker welfare management, and they built a new department under the welfare society the rules sets for employees was the same as nowadays HR management rules. After the Second World War, most of the European firms started this type of social and welfare department for the employee's well-being. (Niven, 1967)

The most important thing is the industrial relationship with workers after 1920 many American and Canadian companies started work to build a good relationship between employee and industry upper-level organizers (Gordon, 1988). In 1920 many Japanese private and government-sponsored employees visited the USA and observed the American industrial management system and management practice.

They went back and made a society named (Society for Harmonious Cooperation) and started different types of incentives programs for employees. (Kinzley, 1991)

2.2. HRM Practice in Turkey

In Turkey, human resource management and its practices are examined very badly as they show the business-centric dimension of small firms. (Schuler, 2014) studied personal planning choices, staffing options, assessment choices, salary choices, and short and long-term training and developments, study conceptualizes human resource management practices from four perspectives: understanding human resource management planning, evaluating performance, bonus systems, and job satisfaction management. (Al-Bahussin, 2013) explains the detailed description of human resource management functions in nine dimensions: workflow, staffing, dismissal management, evaluation of the performance, schooling and development, reward and bonus management, labor relations, empowerment, and growth. In general, the human resources management practices adopted by the organization are staffing, that is, planning, recruiting and selecting, developing human resources, that is, training or schooling, development, and career planning, i.e. compensation, security, and health: Employee and employer relations (Bakan et al., 2013)

Some of the organizational leaders claim that HRM has a very deep effect on performance, and some of them consider HRM is not important for every medium of the organization (Pfeffer, 2005) seven practices is the best example where he told the relationship between hiring employee, bonuses, decision making, production planning, and HRM other duties have a very positive effect on the organization. According to Some other researchers and scientists, HRM is not necessary for the progress of any organization (Lengnick et al., 2009).

The organization's efforts to explain its behavior according to the method and environmental choices will produce different conclusions not only in the organizational circumstances also at the analyzing level. Especially in the Turkish context, unlike the United States and European nations where these studies are conducted, the question of implementing HRM implementing physical objects and the reasons for this choice require research that uses both organizational plans together. In this regard, the information will be provided on the behavior of

organizations to preside the process regarding human resource management practices in the unique conditions of Turkey (Cooke, 2018)

Structure and Functions of the Turkish Human Resources Management Department Exploring the Historical Development of Human Resources, the human resources administration has a composite and evasive background of development. Due to unique art, and human resource management practice (Järlström, 2018), the study was complex, including the results of a survey. The data come from 307 private organizations in the financial, motor vehicles, fabric, health, information technology, metals, media, and durable goods in addition to construction sectors. In 65% of the participating organizations, the human resources function is the "Sector of Human Resources Management". These are large companies in the financial, IT, and services sectors. Among the 12.2% of the companies, the human resources managers are one of the vice-presidents of the organization. In half of the organizations, written HRM strategies are consistent with the company's overall business approach. The main functions of the Human Resources Department include (in descending order) recruitment, salary determination plus reparation, training and advancement, health matters, performance evaluation, strategy and implementation, payroll, mobilization and promotion, food services, transport services, job safety as well as career Planning (Thite, 2012).

The human resources sections of the parental company and branch offices could help formulate expatriates for the new environment dealing (Isiaka et al., 2016) In Turkey, there is no comprehensive study of the practices used by the organization and the reasons for which it has specifically chosen them. It can be noted that in Turkey, academic research on human resource management usually focuses on a single human resource system and the practice of these systems. Besides, since 2000, the association between strategy and human resource management in the literature seems to have attracted special attention for the scholars. However, the late formulation of the concept of human resource management in Turkey may be the reason. Due to the uncertainty of the human resources management process, it's difficult to make decisions at the organizational level. When the configuration of human resource management practices conflicts with prevailing standards and organizational behavior, it is difficult to make beneficial decisions for practice (Bratton, 2017)

2.2.1 HRM theories

There are many theories related to HRM but most important are KSA theory and AMO theory some social exchange theories like psychological theory (Takeuchi, 2007) and another one is related to job characteristics concepts or theories (Snape, 2010). measured the characteristics and expectations of jobs and according to these theories job satisfaction is very important to increase the performance of any department and job satisfaction selection of the right person according to job responsibility is important and for this HRM can play an important role.

2.2.2. AMO theory

AMO theory consists of three independent component systems Ability, Motivation, and Opportunity, according to this theory this system is key to success for the organization. The organization must give the training to enhance the ability and motivate to avail the right opportunity to achieve the target.

2.2.3. Agency theory

The agency theory is a relationship between owner and agents; it is used to determine and to solve the issues. Agency theories explained to run a system the incentives are necessary to motivate the agents (managers) and behave well to improve output.

2.2.4 Contingency theory

The performance of the HRM for profitable organizations depends on the organization's internal climate and circumstances. It means performance is directly proportional to the company size, location, technology, skilled workers, ownership, and also to the company policies. Because of inner and outer circumstances, this theory is key and essential in strategic human resources management.

2.2.5 Transaction cost theory

Gives this theory to minimize the costs of exchange to achieve economic efficiency.

2.2.6 Organizational behavior theory

This theory explores the effect of groups, individuals, culture, structure, and policies to achieve the maximum profitable result.

2.2.7 Human capital theory

This theory is highly concerned with man's power in the organization and contributes their ability, skills, value able knowledge, and motivation to increase or enhance the ability of performance. (Guest, 1999)

2.3. Motivation

Motivation is a study and experience-based theory, this one is the most important and key for the success of the organization. Short courses and motivation classes are part of this theory; companies hire motivational speakers to motivate their workers for good performance. Incentives are also given by the company to motivate the workers.

2.4. Links with performance

The real birth of HRM came in the 1990s, after 1990s many researchers started to work on this field mostly show the positive link with performance but on the other hand, some of them shed light on the negative impact of this field, overall HRM is very important for a good performance near to 80% researcher according to these researchers it can increase the production, employee satisfaction, operational performance, financial performance (Boselie et al., 2005) studied on the attitude and behavior of the employee.

2.5. Challenges & cost affect

HRM cause to increase the cost and decrease in overall profit, fewer business owners did not want to give more benefits to employees because they want to earn more with less investment and another study (2002) investigating the 146 firms 137 were happy with the work of HRM and according to other this is nothing just a formality. (Neumark, 1999)

2.6. HR Strategies

Strategies are the set of objectives and planning to achieve the goal of any type of organization. After setting an objective the plan of action is the most important

part, so the HR management and its strategy's main purpose are to meet both business & human resources-related necessities. HR policies provide us short-term plans to run out a process and meet the target of the organization but we cannot use HR strategies for a long-term plan. Because there are no standardized policies or strategies for this purpose, every kind of organization has different strategies according to the process and needs. There are only two types of HR strategies according to the previous research's General and specific. (Armstrong, 2014)

2.6.1. General HR strategies

General strategies are known as an overall process or policies to improve the performance of the organization. There are three types of general strategies

2.6.2. High performance

The aim of this management or strategies to improve the productivity, quality, customer satisfaction and to make an organization profitable. This type of management also known as HPWS (high-performance work system), the management which makes it easier, facilitates, and motivates the workers to enhance the quality and skills by a different type of short term or long term pieces of training. (Appelbaum et al., 2000),

2.6.3. High commitment general HR strategies

This second type of management strategy is very close to high-performance management, in many cases, high-performance management known or works as high commitment management. The main purpose of this type of management to produce the skills in employees to handle the pressure of internal and external by focusing on personal and high power employees to make performance well and to train according to process or organization needs.

2.6.4. High involvement management

This type of management mainly focuses on the employee to increase their decision making power, to introduce the latest technology, approach to information, short term schooling, and also by incentives, (Benson, 2006). Sometimes high involvement management looks very similar to high-performance management

because it's also included in pieces of training, employee benefits, and incentives, etc. (Sung, 2005)

2.6.5. Specific HR strategies

The specific type of strategy is playing a very important role in the organization by analyzing performance, conducting surveys, and investment decisions. These strategies make sure to build a positive relationship with society and also on the environment.

The aim of these strategies to develop a good working and learning environment, pay special attention to talented employees, develop the reward system policies to achieve employee satisfaction as we know employees are the main asset for an organization so develop a good relationship with employees and set the different policies to make an employee healthy, safe and fit according to the work environment.

To achieve HR specific strategies special planning to satisfy business-related needs and for implementation, talented, well-educated, and experienced persons are the requirement.

2.7. HR Activities

Figure 2.1 showing the main activities of HR, there are many other activities but these are basics activities in every type of organization.

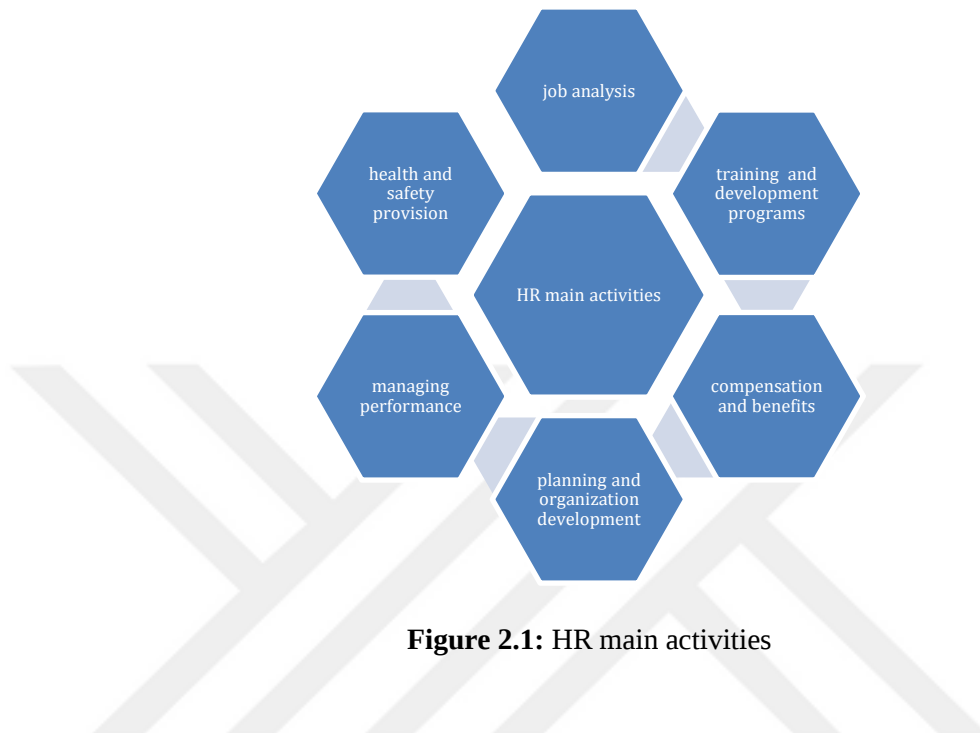


Figure 2.1: HR main activities

2.7.1. Job analysis

Job analysis is the first and most important HR activity because for good performance the right people for the right place are most important, so the hiring of the right person according to the job activity is HR responsibility. So identification of job, and authority of job conducted the analysis, procedure of hiring process, and job-related training are the main parts in job analysis.

2.7.2. Job hiring flowchart

Figure 2.2 showing the job hiring procedure from advertisement to selection every step is very prime for an HR manager because he is the person who is responsible for this selection, he notes everything according to job requirement skills, experience, qualification, and selection of the right person after the whole process is the responsibility of HR.



Figure 2.2: Flowchart of job hiring

2.7.3. Training and development program

Figure 2.3 showing the process after the selection of a person for the job, the next step of HR is to arrange the short or long term training program, to introduce the latest technology to employees these training and development programs are very important.

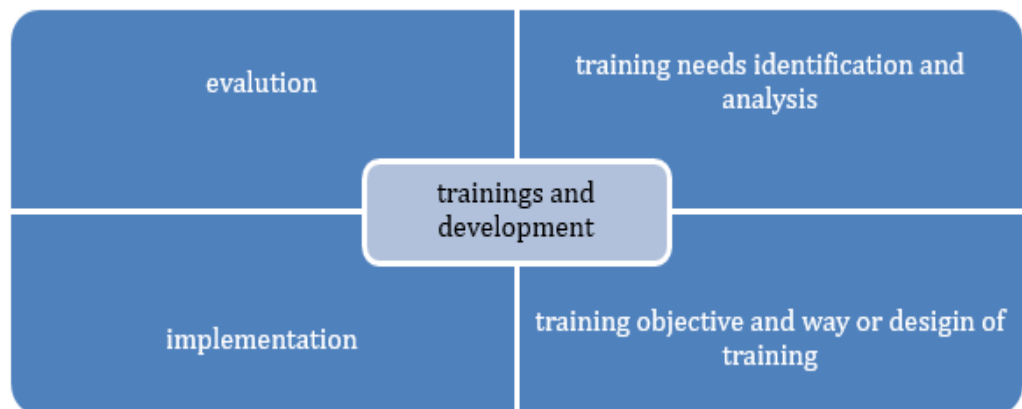


Figure 2.3: Training and development process

2.7.4. Compensation and benefits

To achieve the organization goals the employee satisfaction is very necessary if the employee is satisfied with the job he will try to give his maximum input to work otherwise he cannot give his maximum to work, so benefits and reward, bounces, gifts system increase the satisfaction and motivate the worker or employee work hard

with loyalty for the organization. This is too simple a process to estimate the efficiency of the employees and this attracts the new employees. Different kinds of awards and rewards have a separate kind of effect on employee performance in a different culture so it's variable from each other. (Eerde, 2015)

2.7.5. Planning and organization development

Every work starts with planning, this may be planning of production, planning of training session, planning of or finding of the best and skilled employee, planning of new process is the key responsibility of key HRM, organization development is an approach to make the company, government, or organization more effective and well performance. (Will, 2020)

2.7.6. Managing performance

Performance management is directly related to employee performance and organizational performance, so to encourage and to increase confidence in employees, a different type of reward system can introduce, and this reward system is different in different countries according to the culture or the requirement and also according to the employee.

2.7.7. Health and safety provision

Its company responsibility to look after the employees according to health and safety laws, these are some HRM responsibility

- HRM should be aware of all general health and safety laws
- Equal health & safety benefits and paid vacations for employees
- Arrangement of training in case of work depression or anxiety about job

HRM responsible to design a proper system for employee health and safety with strong commitment, for this purpose inspection of the workplace and interaction with employees on daily basis is necessary through health and safety committees, proper monitoring on these committees according to safety policies and action plans to make sure good quality service is the main role of HRM in this department. (Jafferi, 2012)

2.8 HRM models

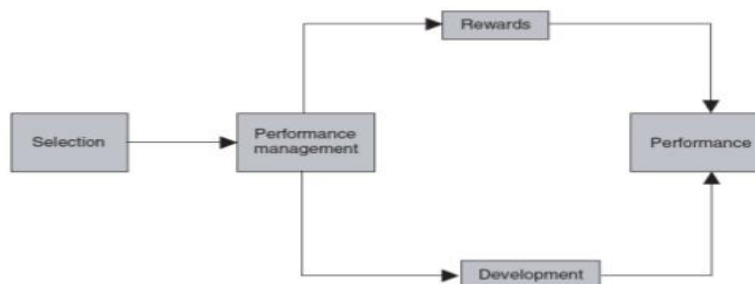
Different kinds of industries have different kinds of HR practice, to check out the efficiency of department and to set out the responsibilities of different HR models given by researchers according to the policy and organizational workflow.

2.8.1. The Matching model of HRM

The first time (Fombrun et al., 1984) made a proper statement about the concept of HRM and give a strategy to manage the organizational process and gave the name “matching model”. Figure 2.4 showing the model or cycle consists of four major processes that are performed in approximately in every organization. (Fombrun et al., 1984).

According to the matching model figure 2.4 performance of any organization depends on the selection or recruitment process, and then the reward system and further development by trainings also enhance the performance of the company. This model only has one disadvantage, cause to increase in the cost. (Leonard, 2019)

The matching model of HRM



The human resource cycle (adapted from Fombrun et al, 1984)

Figure 2.4: Matching model of HRM

2.8.2. The Harvard model

This model explained the all responsibilities of HRM in every manner and also Figure 2.5 linked the performance of the organization with HRM duties. From stakeholder to employee the responsibilities showed, also stressed about long term policies for organizational good performance. Reward system, recruitment, selection procedure, work design, are directly interrelated with HRM. (Beer, 1985)

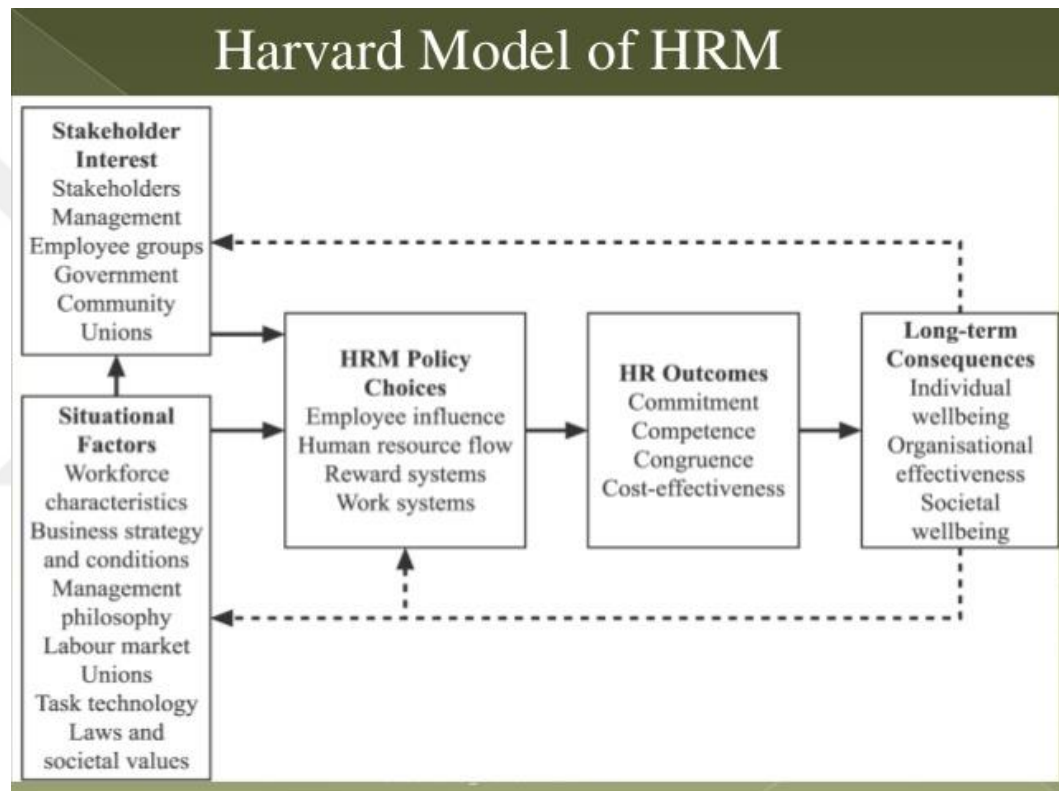


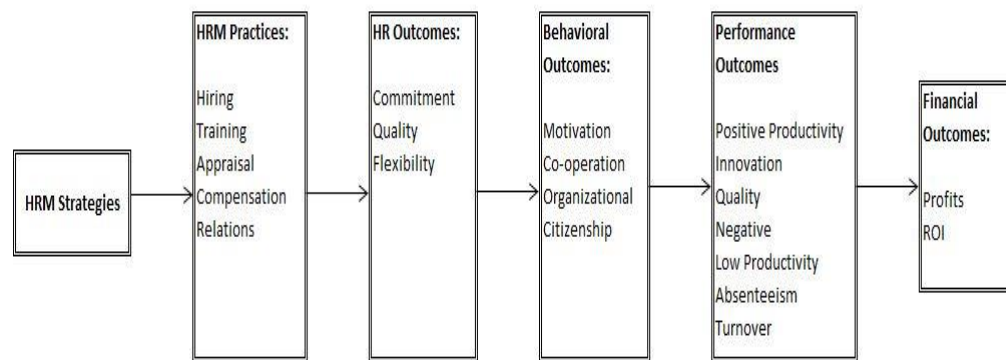
Figure 2.5: Harvard model

Harvard model of HRM has a great impact on employees' performance, this model is a great source to increase the leadership qualities, employee's satisfaction, employee's behavior and this model develop a good relationship between employee and organization by different rewards, and gives output in the form of commitment, competence, and cost-effectiveness (Usrof, 2018)

2.8.3. The guest model of HRM

Guest et al (1997) produce this model and claims that his model is much better than other models, he talked about the HRM strategies and how we can make a good profit by using HRM strategies. Figure 2.6 showing the guest model, the guest model is very simple as compare to other models and clearly showing how by using the latest HRM techniques like training, motivation, positive productivity, quality, a company makes progress. From this model with the first five-component HR strategies, HR practice, HR outcomes, behavioral HR can make a handsome profit and increase the performance of the company (Guest, 1999).

On the other hand Guest model of HRM has many disadvantages like business or preference between workers, very little income and high work burden on employees, workers stressed by the employer, and abandon worker needs, so HR responsible should take notice of these disadvantages when they are using the guest model of HRM. (Kehoe, 2013)



The Guest Model of HRM

Figure 2.6: Guest model of HRM

2.8.4. The Warwick models

Figure 2.7 showing the model that was developed at Warwick University that's why this model is known as the Warwick model. This model is different from other models in one sense this model draws a relationship with internal and external context with performance (Hendry, 1990). Connection with internal and external context is the strength of this model, this involves all those activities that have an impact on performance, but sometimes internal HR practice with performance of the company is developed an uneven situation for workers, so workers should be motivated and educated to for any kind of internal situation. (Tangonan, 2017)

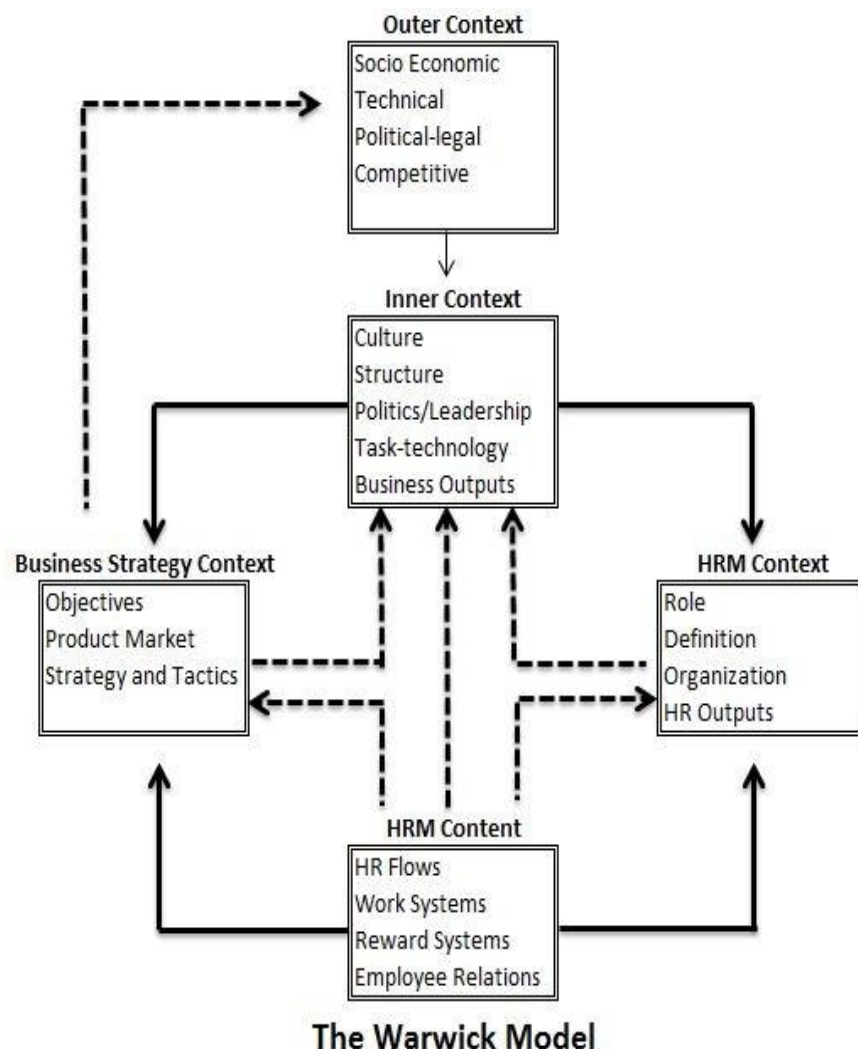


Figure 2.7: Warwick model

2.8.5. The European model of HRM

In this model figure 2.8 well explained the relationship between employee unions or non-union with managers, the main key in this model are the people who connected with the organization in any way, and a special focus on profit cost/benefits on other hand the drawback of this model no legal framework and only described the objective of organizational behavior in sense of profit and HRM general responsibilities and did not describe social concerns. (Brewster, 1993).

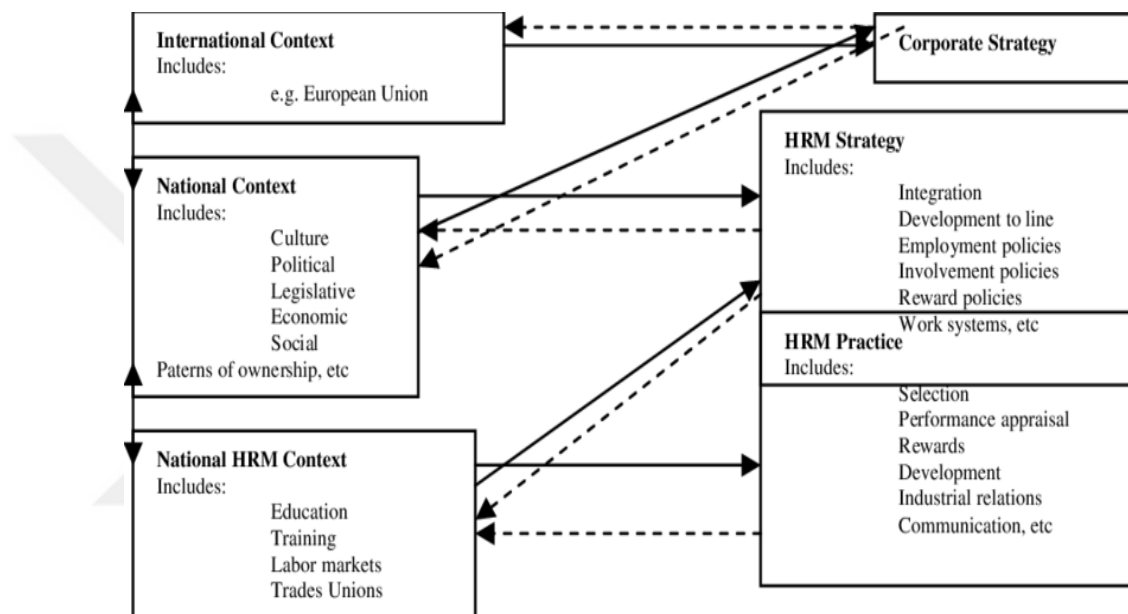


Figure 2.8: European model of HRM

2.8.6. Soft and hard HRM model

Soft and hard are the most adopted HRM models because these are different views about human nature from human resources managerial control strategies.

According to the hard model, employees are simply a source of business, and treats the employee as a resource of the business, in the hard model only described business, how we can increase profit and decrease the cost of the process, it's very tough for the employees that's why this is known as a hard model.

The soft model describes the type of management in which employees are the most essential part of any organization to fulfill business objectives. Employees are the assets and according to this model, a specially planned reward system,

motivation, and short training for employees are most important to achieve organizational objectives.

2.9. HR role in business

As a business partner or businessman, an HR person can achieve the organizational goal easily because human resource practitioners work closely with production and line management, so they know where changes are required to get maximum production or to achieve the goal. (Syrett, 2006)

- HR practitioner understand the overall profit and cost
- Understand the employee physiology and knows how to take maximum efficiency
- Understand the relationship with clients, the flow of cash, and profitability.

2.10. Past research on the topic

The impact of human resources management has very strong and positive on the performance, from the previous research it's cleared that strategy varies according to the culture, environment, and region to region, but everywhere human resources management strategies have a deep influence on the performance of any organization, with good strategies and motivation industry or organization can get maximum output. Good strategies help out to make social relations and good relationships with workers, because to achieve a goal for the company well trained, motivated, intelligent, experienced, healthy and skilled workers are very necessary to gain and to attain good performance (Buller., 2012).

Human resources management has a deep influence on organizational outcomes, in this studied the three-dimensional human resources management system and resulted that the short term training, motivational conferences, cause to increases in the skills of the employees, latest skill, and thirdly knowledge of latest technology has a very strong effect on the organizational performance. This three-dimensional human resource system also causes to increase in the income of the organization, this has a direct link with the financial department, so any organization can make a good performance and profit if they have skilled and motivated workers and the most importantly good time to do right activities. (Jiang, 2012)

In Spain research was conducted to investigate the impact of human resources management on the latest innovation and on the arbitrate role of the dynamics

commitments. Results showed that human resource management does not have any positive link with the schooling but has a good link with revolution performance. The samples were taken by 87 innovative high-performance companies R&D departments (Camelo-Ordaz, 2011)

This study was done on the arbitrate effect of the HRM (workforce belongings) on the interrelation link with human resources management operations and organization achievements. The purpose and main goal of the research was to check the arbitrate impact of human resources management results between human resources management techniques and organization achievement. The linkage between human resources practice and organizational achievement has been well documented. (Aldamoe et al., 2012)

106 samples were collected from different companies to check the effect of HRM and strategies on the hired hand vision and the ability of innovation. Results indicated that the process of hiring for the job, and hiring the right person in the right place according to the nature and requirement of the working area has a very important impact on the innovation and the performance, while the short and long term courses and different pieces of training to increase the knowledge and skills in workers do not have any positive effect. Benefits and reward system play also a good role to increase performance and creative ability in workers. This study was conducted in China and china the human resource management system is very strong to make well policies, which also resulted that supervising the worker human resources system take part to increase worker performance (Jiang., 2012).

Human resource development meta-analysis on the employee performance checked in 2011, for this analysis data was took data from 51 members who presented more than twelve thousand workers to check the psychological capital effect on the performance. The result has a very balanced connection to increase the performance of human resources has a very strong and good link with the performance of the employee, and on the other hand, it has very obstructive behavior on the attitude on the employee. Due to policies employees cannot perform their duties independently and sometimes due to stress environment employee goes into depression this behavior is very dangerous for both organization and also for the employee's professional and personal life (Avey, 2011).

The combination of lean production with human resources management practices decreased inventory and increased productivity but did not appear to

influence the other performance variables analyzed. The research design was cross-sectional which is why causality could not be determined. Research indicated the human resources management practices linked with lean production. HRM resources and production departments help out to improve organizational performance (Bonavia, 2011). Another study was conducted to measure HRM and the performance of the organization, especially target the main issues and framework. The purpose of that study was to understanding of human resources management and organizational performance (internal and external factors of organizational performance). The authors focused mainly on internal factors in this research. This study also provided a representational model portraying the complex nature of inner and outer factors (Singh, 2016).

HRM has a very deep performance effect on the total quality management. This study aimed to investigate HRM as an important element in the implementation of total or standard quality management. Total quality management is a special kind of technique that is used to achieve the final goal and long term benefits by proper customer satisfaction. The sample selected from N= 706 companies to analyze the performance effect of human resources management. The study outcomes expressed the very positive connection between HRM and total quality management. (Jimenez-Jimenez, 2009)

Many factors directly communicate the performance, a study was arranged on the high-performance work system and its effectiveness to check the role of the individual on the performance of the organization, for this purpose they collected the data from different types of groups to look over the usefulness of the organization by the internal relationship among the people in the organization. So the individual effort in any organization has a very significant impression on the high-performance work techniques. The management system and organizational performance link are very strong and need to more strong to make a good production or maximum output. (Jiang, 2015)

HRM practices have also a good impact on the employee inventiveness and innovation approach. For this purpose data collected from 106 different industries through the sample technique. The conclusion of the study was showed that the recruitment, selection of the right person for the right place, different types of benefits or rewards, and teamwork qualities have very effective and useful for creativity but on the other hand, short term and long term training and appraisal

performance did not have any positive relation to the innovation or creativity related. The research also suggested to the Chinese organization to implement HRM practices to more innovations and to make the creative mind of the employees (Jiang et al., 2012).

In UK 2013 research was conducted to check the connection between perceived human resources management practices and behavior of the employee, common and mediation model, for this purpose data was collected by 297 employees from the UK. This study was found on the psychological social exchange theory. Positive behavior depends on the environment of the firm or organization. The positive environments from the organization motivate the employee to do work more better and better, and this type of positive attitude is also very necessary for the organization from employee to make more and more progress. Most important is to develop a good relationship between administration and workers, so it's cleared that to make a good outcome positive environment is very necessary, and this positive environment is the main key to HRM practice. HRM is responsible to produce such type of positive environment to make progress (Alfes., 2013).

There are many studies conducted in past on the HRM policies and their effect on the performance. Mostly these studies result positive and very close to each other. One of their research was investigated the HRM performance causal relationship in the Greek context. The sample of the research contained (N=178) organization's in the Greek. The ramification of this study cleared that the effect of HRM policies on the organization's performance depends on employee skills, attitude, motivation, behavior, and other managerial skills (Katou, 2010).

To find a relation between Meta-Analysis effect of positive PC (psychological capital) on staff behavior, frame of mind or attitude, and performance. The sample of this research was N = 12,567. Results showed a strong link between psychological capital and staff behavior. Results also showed a positive link between employee behavior and different measures of performance that is self-supervisor evaluation and objectives. Results indicated a very weak link between psyche and undesirable employee attitude that is mistrust, turnover, pressure of work, and tensions (Avey et al., 2011).

Another research was conducted to aim to argue in the support of a model that showed how 4 keys human resources management practices communicated the influence climate organizational engagement, job experience, demand, and

availability at work, employee contribution, organizational achievement, and competitive advantages too. In this research proposed model was used which is an integrated framework that has run individualistically in the human resources contribution. The results of this study showed that needed to move and check the routine of administration, and needed to engage Human resource management policies and its practices which are selection of staff member, management performance, training, and product development (Albrecht, 2015).

HRM (human resources management) practices direct communicate the attitude and affect the behavior. a moderated mediation model. This research contributed to the mediating and moderation process through HRM practices connected with behavioral ramifications. Researchers developed and evaluated a moderated mediation and model connection perceived human resources management practice to organizational citizenship behavior and turnover intentions. Results indicated that the impact of perceived human resources management practice on both ramification variables was mediated by designation of employee engagement; nevertheless, the linkage between employee betrothment and both outcome variables is moderated by perceived organizational support and leader-member exchange. Results also showed that positive relationships as a ramification of engagement which largely highly on the wider organizational circumstances and employee relationships with their line managers (Alfes K. T., 2013).

Human resources management(HRM) also playing a good role with fairness of trial, logistics support, and organizational promptness, and with internal and external performance. A study was conducted in Canadian different hospitals and took 1219 samples from the staff member. The ramification of this study indicated that human resources management practice played and also playing a very positive and good role. Results also showed that without implementation of the HRP(human resources practices) behavioral performance cannot be improved (Tremblay, 2010). HR management and its practice OCB (organizational citizenship behavior) and performance are interlinked with each other. From many researches, it's clear that there was a positive effect of human resources management practice on the behavior of organizational citizenship through an impact on PJI i.e. (perceived job influence). From the results clear that human resources management has impacts on employee attitude and behavior (Snape., 2010).

Strategic HRM and high-performance HRM performance have also an impact on organizational performance. In Jordan research-based study was conducted to investigate the effect of strategic responsibility or role of human resources management in the sense of financial performance of the organization. Sample of this research taken (N= 118) from different finance-related and production-related organizations. This research aimed to look over a moderated arbitrate route amid a strategic role for human resources management and organizational economic performance. The result of this study claimed that HPM (high performance human) resources practice mediating the link between the human resources strategic role and performance or achievement, suggested that the position of the human resources management professional as a strategic increase the rights of human resources initiative and ease the resource and hold up for their execution. (Mitchell, 2013) .

From previous studies, it's cleared that HRM played and playing a good role in every field of organizations. A study was conducted on the electronic HRM, and industrial revolution, and on IT (information technology). The results of this research showed that in Information technology in the information era, organizations increased incorporate information technologies into human resources management to manage with hi-tech problems. Human resources experts can achieve their motives with the examination details produced by information technology, with the help of the unfold information technology, human resources management has been enter into electronic human resources management age with mug or characteristics of self-support and intranet. It's compulsory to introduce electronic human resources management in working institutions or organizations. The method of this study was used based on hierarchical retrograding analysis. Information was collected in Taiwan from 86 companies related to IT and electronics, this study evaluated the information technology and virtual organizations adoption has positively affected organizational innovation. Additionally, information technology (IT) and virtual organizations (VO) adoptions absolutely or positively moderate the relationship amid the creativity of employees and organizational innovation (OV). Thus, informational technology and virtual organizations become an important core competence or factors which build and maintain organizational competitive advantages Lin (2011). Strategic HRM and product innovation are also both linked very positively with each other's. The research aimed to understand how strategic human resources management on firm accomplishment. This research was examined as an interactive

model that corporate culture and structure were proposed to moderate the strategic human resources management product innovation linked or relationship. The sample of this study consisted of N=223 Chinese enterprise indicated that strategic HRM had a highly positive effect on the products of the company, innovation, and this link was positive for firms with a developmental culture. Additionally, investigation of 3-way interaction indicated which in firms with a lenient structure, the link between strategic human resources management (SHRM) and developmental culture was stronger (Wei, 2011). Another research was done in Malaysia on HRM practices and on organizational innovations to check the relationship between human resource management and organizational performance. The design of this research work was cross-sectional and the sample consisted of 674 goods or manufacturing companies from 6 states in Malaysia that were identified as having a high percentage of IC. The results showed a positive significant impact on 3 forms of OI. Additionally, performance admiration positive significant impact on organizational innovation (Ling, 2010).

It's important to know does knowledge management matters. The research was aimed to fill the gap conducted to check the relationship between knowledge practice and economical practice. This research has proposed a substructure of knowledge management practice consisted of human resources management and ICT (information, communication technology). The results of this study showed that HR management and ICT practices for running and controlling knowledge were completely positively correlated and had a statistically significant impact on both finance-related performance and competitiveness of an institution or organization. The results indicated that information technology practices improved FP merely when they are coupled with human resources management practices too. The limitation of this study was the data have merely collected the companies from Finland, Russia, and China (Schiuma, 2012).

To check the relationship between employee securities (protection, welfare, comfort etc.) and HRM organizational performance, and study was conducted to check the competitive perspective such as reciprocity or clashing. Furthermore, this study evaluated research characteristics like measurements of key inconstant, balance, and the research design impact of the research. The results of this study showed that employee well-being in terms of happiness and relationship was

agreeable with OP, but that well-being related to health appeared to function or activity as conflicting-outcomes (Van De Voorde, 2012).

In Oman, research was arranged to investigate the HR management practice and Organizational performance. This study aimed to check the relationship between hierarchical implementation in the sultanate of Oman and high involvement assets related to HR. Organizational achievement or performance in the Muscat Securities Market in the Sultanate of Oman was reviewed. The sample of this study was consisted of or comprised of 87 organizations. The survey response was exposed to a measurable investigation. Budgetary proportions or financial calculations of authoritative execution were furthermore utilized in the scrutinize for a subdivision of the example for which this detail was accessible. Consequences of the factual investigation or analyses indicated that, after controlling for size, kind of firm (traded on an open market or firmly held) and normal or average industry price-earnings proportion, high contribution human asset or human resources the executives rehearses were strongly positively related to subjective organizational achievement or performance and an objective measure of achievement. The limitation of this research was the high involvement of HRM practice and subjective organizational achievement from the same link or source. Future studies should address these constraints or limitations. The consequences of the investigation or study recommended that associations in the Arabian Gulf can upgrade or enhance their performance or exhibition by implementation high-involvement HRM practices regardless of one of a kind national culture and exceptional or special features of the labor market in the area or region (Moideenkutty, 2012).

In India investigated a study on the HRM impact on the employees who are working in or servicing in different industries. The aim of that study to check the bundle of 8 HR management practices, and also objective to examine the institutional mediating impact devoid on linkage with aimed the human resources management practice & intentions to break of workers servicing in different companies in India. This research took a distinct approach and examined that linkage with the opinion of employees. Data collected from 183 staffs of service company result showed that company need more intentions related to employees, human resources management practice minimize the employee intentions to break off, and also this linkage is moderately or incompletely mediated by organization devoid too (Guchait, 2010).

The learning process is the basic part of HRM, the organizational learning process is very necessary for the survival of a company and to make a high-performance company. A case on learning process investigated to check how HR management affects the organizational performance. it seemed crucial to build or establish whether a high-performance work system could be considered an antecedent of organizational learning capability, and consequently to confirmed whether organizational learning labor act as a mediating variable in the high power work system (HPWS) company performance linkage. High power work system represented a 'bundle' of mutual supporting, projecting, and synergistic individual HRM practice, and the strong positive relation amid high power work system and organizational learning seemed reasonable (Camps, 2012). HOW and WHY human resources intervention affects organizational achievement or performance. For this purpose data collected from public hospital services in the UK in the term of perception of the human resources management system, job satisfaction, and performance ramification over time. The results of this study showed that support for changes in the experience of employees of the human resources system being related to change in consumer fulfillment, by changes in job satisfaction, although effects reduced over time. This was a lengthy study and that has longitudinal analysis climax the significance of feedback effects in the human resources management performance chain (Piening, 2013).

There are very few studies on environmental or green HRM, a study was conducted to check the relationship between environmental management and HRM. The results showed that how green or environmental management penetration employee motivation to participate in environmental activities fabian policies of how organizations create or produce green capabilities to provide opportunities to workers to contribute in environmental management organizational effort (Renwick, 2014).

To explored the link between EO and FP (firm performance). This study contributed to an entrepreneurial orientation (EO) achievement or performance literature that gave a widen picture which involved 2 steps that are OLC and IP. The research explained Intra industry FP distinction by concentrating on entrepreneurial orientation (EO). The finding of this study supported the CM i.e. (Conceptual Model) and showed its usefulness in exploring the distinction in intra-industry firm performance. Results suggested, organizational learning capabilities and IP ought to

increase by managers to increase the positive entrepreneur performance link. (Alegre, 2013)

Shen and Jiuhua (2011) did a framework on the effects of socially responsible HRM on employee organizational commitment. In this study, the researcher gives the idea or notion of Socially Responsible HRM and investigated the effect of perceived socially responsible human resources management on staff members and organizational commitment in the Chinese context. Multiple linear regression runs on SPSS to test the hypothesis. The finding of this was strategic human resources management was positively related to organizational commitment. In this study, demographic variables were controlled due to controlled demographic variables legal compliance of human resources management related to labor and general corporate SRHRMs had a strong positive relation with affirmatives commitment, commitment, continuing commitments, & prescriptive commitments... The link between socially responsible HRM and affirmative commitment was stronger as compared to those amid socially responsible HRM continuance commitment and normative commitment (Shen, 2011).

The research was organized to test the connection between HRM practice and OLC (organizational learning capability. Goals of the research following

- Examined OLC whether related to HRM or not like allocation, production, admiration, and incentives
- Examined expand the value and capability or uniqueness of human whether associated with organizational learning capability
- Considered the attainable mediating of human uniqueness in the linked amid human resources management and organizational learning capability.

Sample collected from different companies of Spain and to test the hypothesis partial least squares was applied. The finding of this study indicated the direct relation allocation and admiration practices and range of human uniqueness or capability with learning. Additionally, production or developmental training was linked with the value of human capital, and the allocation and admiration training were associated with uniqueness. That's why human capability was moderately mediating the linked amid human resources management training or practice and organizational learning capability. The design of this research was used a cross-

sectional design and the limitation of this was a cross-sectional research design rather than a longitudinal research design. The finding of this paper suggested

- Industry fixate on learning needs to emerge human resources management practices like allocation and admiration
- It was also compulsory to participate in consideration in which learning was linked with the industry's human capital of stronger value.
- Management or handle the firm's procedure of the value and oneness of human distinct human resources management training or practices in every case.

This may allow managers to applied suitable human resources management training or practices.

Results indicated that linked amid human capability and oneness or uniqueness of staff member's knowledge and human capability was associated with human resources management practices or training. The last participation of this research was the presumption of human ability as a mediation variable in the linked amid human resources management training and organizational learning ability (López-Cabral, 2011).

HRM is also linked with productivity in some cases directly otherwise indirectly. Researchers find out some ingredients of human resources management and productivity relation such as hazards, contests, tenancy or ownership, and managing or regulation (Bloom, 2011).

HR system is very helpful in organization, researchers proposed the human resources system, climate-related, and helping behavior of staff members. Researchers suggested that the human resources system promotes climate-related concerning inspiration and helping behavior. Considering the human resources management system and climate-related (Mossholder, 2011). In Egypt, 671 samples were taken for research from experienced health and highly educated peoples to check the impact of HPHRM(high-performance human resources management) on employee outcomes. Although, earlier researches suggested that high achievement human resources training was positively related to staff member's ramification. This research analyzed the effect of mechanism, linked between HPHRM practices, job comfort, and behavior of organizational citizenship. Results of this research showed that HPHRM practices had a strong positive link with person-organization fit job

comfort and moderately mediated link amid high-performance HRM system not merely leads to fascinating members ramification (Mostafa, 2014).

A study was conducted in Spain to check the HR system and OP (organizational performance). The data was collected from banks. The HRM system in the shape of dozens of human resources management practices and its effect on organization achievement had charming and close attention. This research analyzed the achievement effect of adopting the distinction of the human resources management system in an empirical setting that staff members were important if the company was to remain competitive. The sample was consisted of 86 banking organizations in Spain, human resources system had identified that organizational achievement is high when competing to defender strategies. Results indicated that organizations under great pressure to adopt positive predictable human resource management HRMP, competing human resources system with a business technique refund or wage (Peña, 2010).

To explore the human Capital, putting humans back into strategic HRM research was conducted, the main focus of this study was on human capital as a mediator in the linked amid human resources practices or training and achievement or performance. The results of this study showed that were identified issues in human capital (Wright, 2011).

The researchers examined the problems of human capital and industrial performance. Results showed that the human capital issues-work force performance-linked took the form of an attenuated negative relationship when human resources management expenditures or investments were high. The study also showed that greater curvilinear impacts of voluntary change rates on financial achievement through workforce development or productivity under some conditions (Shaw, 2013).

The main aim of the present study, to check the impact of human resources management on the overall performance of the organization and the previous researches are showing the importance of HRM to achieve organizational goals. For any kind of organization, it has been seen that human resources management has the same policies and practices to achieve organizational goals, even in different countries HRM has similar policies. Proper training, motivation session, employee satisfaction, selection and firing, reward system, design and implement organization policies are the main responsibilities of the HRM department. The only drawback is

seen by the researcher from above previous research studies, it affects the cost but increases the overall performance of the organization. The deep analysis of similar and opposite previous studies is also introduced in chapter 4 (Results discussion). (Gratton, 2011) argued that human resources management has a very positive link in history.



3. METHODOLOGY

This chapter includes research methods. Provide research plan, procedures and methods, study population coverage, and describe study areas, sampling techniques, instruments, data collection procedures, and analysis.

3.1. Data Collection Criteria

Primary data information has been gathered to accomplish the objective of the study by building up well-structured. Subsequently to gather information on personal and socio-economic characteristics of managers, and data on the system to increment in human resource management essential information is gathered. Data is collected only from the managers working in the HR division except any university or college students and professors.

3.2. Target Population

Considering the nature of the study, the target population has been determined based on knowledge and experiences of HRM professionals who are involved directly in HR practices, around the seven selected countries i.e., Pakistan, India, Turkey, Bangladesh, Italy, Bahrain, and Canada.

3.3. Questionnaire designs

The most important part of any research is the development of a questionnaire to collect the data from different sources. This questionnaire is designed through proper channels with the help of previous research and literature reviews.

Questionnaire is an essential part of research; controversies persist because of very limited studies; versatility in questionnaire is required for each study. Previous studies, literature reviews, abstracts, and conclusions are the best way to design of questionnaire (Krosnick, 2018).

The basic motive of the study is to determine the impact of human resource management on organizational performance, since the study is quantitative, it has been decided to adapt some questions from (Gurbu, 2011), other questions according to the nature of the study has been set with the help of advisor and study-related

research analysts. Two variables i.e., human resource management (Independent variable) and organizational performance (Dependent variable) have been taken into the account and selected the significant question according to the nature and objective of the study. The questionnaire is based on the Likert scale from 1 to 5 points, where 1 is strongly disagree and 5 is strongly agree. To determine the core essence of the questionnaire the expert opinion has been taken from the professionals.

Easy language and words are used by the researcher to make easy understanding the sense of the questions, and the Turkish translation of the questionnaire is done with the help of a professional translator.

After checking and make sure the content of the questionnaire is good, the researcher is tested its reliability. Reliability is an authentic test used to reveal to you how reliably a technique estimates something. In quantitative research when we have applied a similar strategy to a similar example under similar conditions, we got similar outcomes; thus, our data got reliable. This study used to test over and again to get similar outcomes to test their reliability. In another study (Taber, 2018) deeply explain and interpret the value of the Cronbach Alpha coefficient that the least minimum value must be 0.7 whereas on the upper side it could be 0.9, In this contrast, the value of Cronbach Alpha is 0.75 which is acceptable.

3.4. Pre-testing

To understand complications in the research questions, the questionnaire is distributed among the managers from different departments. Those questions that have hazardous are removed from the questionnaire. Uneven and driving questions are replaced with neutral questions. After getting an individual reaction from the respondents, some questions are added to the questionnaire.

3.5 Method of data analysis

The analysis of the collected data from respondents is an important part of the study. Collected information has been coded, sequenced, and organized for information accumulation. To draw correct and precise results different methods and tools are used by the researcher. The quantitative data is inducted in simple factual programming for analysis known as Statistical Package for the Social Sciences (SPSS). The researcher is used SPSS version 24 for data analysis, in which the

normality test, descriptive test, reliability, correlation, and regression for testing the hypothesis applied.

Normality test is an authentic test used to decide whether an informational index has all-around displayed by normal distribution. The data has been used to figure how likely it has for a random variable fundamental the informational collection to be normally distributed. As the information had tested against, the null hypothesis that is normally distributed utilized because normal data is a hidden supposition in parametric testing. This study utilized the normality test will assist you with determining whether your information is normal, by using SPSS version 24 and thusly, that the assumption that is met in your data for factual tests numerically.

One-way ANOVA test performed to check means and the impact of countries and gender on the OP organizational performance by Statistical Package for the Social Sciences (SPSS).

Correlation has been applied in the study to measure and understand a relationship between two variables. The data has been utilized in ascertaining correlation, additionally arbitrary from continuous variables taken from the selected samples. As the data has a proportion of the quality of a linear association between two variables and signified by correlation coefficient (r). In another excellent study (Benesty, 2009) explained that the value of correlation lies between -1 to 1 where the – sign indicated the negative relationship. In this study, the value of the correlation coefficient (r) is calculated through SPSS version 24.0 anyway the formula of correlation coefficient (r) is given below.

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}} \quad (3.1)$$

The above first equation shows the correlation coefficient (r), where the “n” represents the total number of samples, “x” and “y” showing the variables. There are many types of correlation coefficient formulas but the above is the most common and basic formula for correlation coefficient (r).

3.5.1. Descriptive test

A descriptive test is a test used to portray the essential highlights of data, for instance, the synopsis insights for the scale factors and proportions of the data. The

data has been utilized in this research data with enormous data; these insights may assist us with managing the data and present it in a synopsis table. As the data utilized essentially, to sum up, the data, SPSS is statistical software that is used to compute descriptive statistics to get the acceptance level. This study used to organize data and help to compare one variable and the other.

3.5.2. Regression Analysis

Regression analysis is a method utilized for the estimation of connections between a dependent variable and at least one independent variable. It has been used to survey the quality of the relationship among variables and for demonstrating the future relationship between them. The data has been utilized in computing regression from independent and dependent variables taken from tests. The data creates an equation where the coefficients represent the connection between every independent variable and the dependent variable. This study utilized the regression analysis, which is a reliable method of identifying which variables have an impact on a topic of interest. It determines which elements matter most, which variables have been disregarded, and how these components affect one another.

$$y = b_0 + b_1 * x_1 \quad (3.2)$$

The above equation (3.2) is of linear regression where the Y is the dependent variable (organizational performance) plotted on Y- axis, X represents the independent variable (Human resource management) plotted on the X-axis b represents the slope of the line that intercepts the Y-axis. The relationship between dependent variable and independent variable and also regression line of slope is introduced in chapter number 4.

$$\beta_1 = \frac{\sum(x_i - \bar{x})(y_i - \bar{y})}{\sum(x_i - \bar{x})^2} \quad (3.3)$$

The above third formula is for the b_1 parameter where the mean of the independent variable “ $\bar{x}$ ” and “ $\bar{y}$ ” showing the mean of the dependent variable.

$$\beta_0 = \bar{y} - \beta_1 \bar{x} \quad (3.4)$$

Equation (3.4) is showing the parameter “ b_0 ” where the “ $\bar{x}$ ” and “ $\bar{y}$ ” are the means of independent variable x and dependent variable y . In this study, Statistical Package for the Social Sciences (SPSS) version 24.00 is used for regression analysis. For better understanding behinds formulas are also given above, and the results of this part are introduced in chapter 4.

3.5.3 Foundation framework

Figure 3.1 is showing the foundation framework or conceptual framework of the research. Human resources management (Independent variable) and organizational performance (Dependent variable) relationship shown by Figure 3.1, HRM has a direct link with organizational performance and also increases the performance of the other organizational departments to achieve overall organizational goals. The hypothesis has been developed based on this model and hypotheses are introduced in chapter 1 and 4.

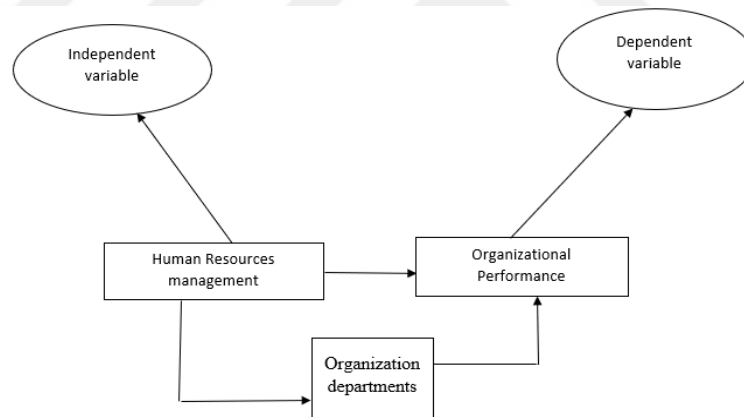


Figure 3.1: Foundation framework

3.6. Operational definition of variable

3.6.1 HRM (Independent Variable)

(HRM) human resources management is the ability to manage the manpower to improve and make trust in the organization by different means and to make a profitable organization.

3.6.2 OP (Dependent Variable)

OP (organizational performance) is the process to achieve the organizational goals by using management policies and strategies.



4. IMPLEMENTATION AND RESULTS

4.1. Background

To examine the impact of human resource management on organizational performance is the aim of this study.

4.2 Conceptual Frame Work

Figure 4.1 shows the relationship and conceptual framework. This study aims to explore the association of HRM at the workplace with OP.

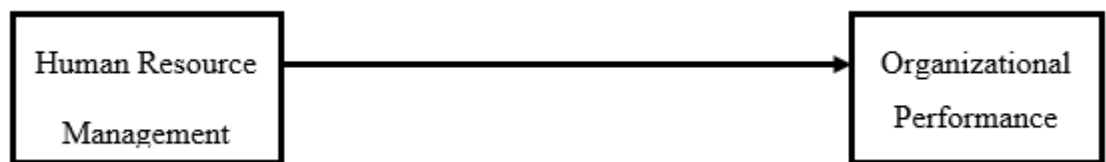


Figure 4.1: Conceptual framework of the study

4.3 Hypothesis Development

Based on the theoretical model the hypothesis were developed, which are given below;

H1: Human Resource Management is positive and significantly related to organizational performance.

H₀: Human Resource Management is negatively and insignificantly related to organizational performance.

4.3.1 Type of study

To check the impact of HRM on organizational performance, the researcher collected the data from primary sources, and this research study followed the quantitative techniques of analysis.

4.3.2. Instrumentation

The data for this research study gathered through a well-structured questionnaire. The questionnaire consisted of closed-ended questions prepared with the aim to test the hypothesis to determine the effects of HRM on organizational performance. Responses of the questioners were measured on a 5 point Likert scale.

4.4. Human Resource management (Independent Variable)

HRM reported by the General managers and managers; Four closed-ended questions Q2, Q4, Q5, and Q8 which are introduced in the questionnaire also given in the appendix (A_Information Consent) have been taken to collect data for the human resource activities in the organizations. The questions Q2, Q4, Q5, and Q8 for human resource management are selected after analyzing the nature of the study, and according to the objectives of the study. The process of adopted questions and selection is mentioned in chapter 3.

4.5. Organizational Performance (Dependent Variable)

Organizational performance reported by the General managers and managers, Four closed-ended statements Q1, Q3, Q6, Q7 which are introduced in the questionnaire also given in the appendix (A_ Information Consent) have been taken to collect the data for organizational performance.

4.6. Sampling method

The sample of this study consisted of $N=50$ and inducted from different industries from Turkey, Pakistan, Bahrain, Italy, India, Bangladesh and, Canada. Questionnaire sent by email and through DHL.

4.7. Data analysis tools

The data gathered from the participants were analyzed via SPSS. SPSS is used to carry out the normality test, descriptive statistics, reliability of variables, correlation, and hypothesis testing through regression analysis.

4.8. Demographics

To have more regular and precise results of the present research study the gender, and the belonging countries of the participants familiar as demographics of the study. Demographics of the respondents play a principal or main role while

regressing the variables. This is why there is a need to control those demographics which have significant effects on the dependents variables of the study.

4.9. Results and analysis

This present research study focused on finding the impact of human resource management on organizational performance. This section reflects the relationship of the theoretical model by using descriptive statistics, correlations analysis, and analysis of regression of the collected data.

4.9.1. Data screening

A normality test has been carryout for the data screening. The primary purpose of this test is to check the missing and not properly filled values in the datasheet. Table 4.1 shows the normality test of our data where ‘n’ represents the number of participants while ‘N’ shows any missing values. In the given data N=0 shows that there are no missing or not properly filled values.

Table 4.1: Normality test

	Valid		Missing		Total	
	n	present	N	Present	n	Present
Gender	50	100.0%	0	.0%	50	100.0%
Countries	50	100.0%	0	.0%	50	100.0%
HRM	50	100.0%	0	.0%	50	100.0%
OP	50	100.0%	0	.0%	50	100.0%

4.9.2. Characteristics of demographics

This segment of the research consists of demographic variables that are involved in the research study. The characteristics of all demographics are discussed one by one in detail below sections.

Table 4.2: Gender of participants

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Male	13	26.0	26.00	26.0
Female	37	74.00	74.0	100.0
Total	50	100.0	100.0	

Table 4.2 shows the gender of the selected respondents. N=50 respondents were part of the study as the respondents. Out of 50 respondents, 26% (13 n) were male and 74% (37 n) were female. Most of the respondents were female as compared to male.

Table 4.3: Countries of participants

	Frequency	Percent	Valid Percent	Cumulative Percent
Pakistan	12	24.0	24.0	24.0
Turkey	15	30.0	30.0	54.0
Bahrain	2	4.0	4.0	58.0
India	5	10.0	10.0	68.0
Bangladesh	5	10.0	10.0	78.0
Italy	7	14.0	14.0	92.0
Canada	4	8.0	8.0	100.0
Total	50	100.00	100.0	

Table 4.3 mirrors the countries of the sample of targeted participants. It is visible from the above table that the respondents were from different countries. In which 24% (12 n) respondents are from Pakistan, 30.0% (15n) participated from Turkey, 4% (2 n) were from Bahrain, 10% (5 n) were from India, 10% (n 5) were from Bangladesh, 14% (n 7) were from Italy, and lastly 8% (n 4) participants were from Canada. From the table we can see that the largest number of participants were from Turkey and Pakistan, it is because of the limited resources and time constraint data have collected from the participant who were easily accessible. While researcher has collected data from the participants of other countries as well which include Bahrain, India, Bangladesh, Italy, and Canada.

4.9.3 Countries Mean Differences

The current study is also designed to find out the main differences between the countries and their organizational performance. The ANVOA is used to find out the significant mean difference between different countries.

Table 4.4: Countries mean differences

Variable	N	Mean	SD	F	sign
Pakistan	12	3.72	.516	1.081	.38
Turkey	15	3.91	.293		
Bahrain	2	3.87	.176		
India	5	3.50	.750		
Bangladesh	5	3.35	.762		
Italy	7	3.64	.537		
Canada	4	3.62	.322		
Note: P> .05					

The ANOVA (Analysis of Variance) test is used to find out the mean difference between the two or more than two independent and unrelated groups, in current research, seven countries are taken to measure the influence of HRM on organizational performance. The samples are taken from these countries Pakistan (n = 12), Turkey (n = 15), Bahrain (n = 2), India (n = 5), Bangladesh (n = 5), Italy (n = 7) and Canada (n = 4). The results of the above table 4.4 is showing that there is no significant mean difference present between the countries and organizational performance. Pakistan (M= 3.72, SD= .51), Turkey (M = 3.91, SD = .293) , Bahrain (M= 3.87, S= .17), India (M = 3.50, SD = .750), Bangladesh (M = 3.35, SD = .762), Italy (M = 3.64, SD = .537) and Canada (M = 3.63, SD = .32). The mean (M) and standard deviation (SD) of all the countries are fall in quite the same range. Therefore, the insignificant mean differences explaining that countries are not

influencing the organizational performance. The F (1.081) explaining about the variance between countries. The p-value is represented the significance of the mean difference between countries, which is insignificant. Therefore, countries do not influence on the organizational performance.

4.9.4. Reliabilities analysis

Reliability analysis provides information about the reliability of the scale estimation and its solidness. The values of Cronbach alpha is more significant when it is more than 0.7 (Taber, 2018). The values of Cronbach alpha are mentioned below in Table 4.5.

Table 4.5: Reliability analysis

Variables	Items	Cronbach's alpha A
HRM	4	.75
OP	4	.73

Table 4.5 explained that human resource management has ($\alpha = .75$) Cronbach alpha , while organizational performance has ($\alpha = .73$) Cronbach alpha value.

4.9.5. Descriptive statistics

The descriptive analysis provides information about the summary of study variables. Table 4.6 provides the information about the population size of the data, its mean and standard deviation with the maximum and minimum values.

Table 4.6: Descriptive statistics

	Number	Min.	Max.	Mean	St. Deviation
HRM	50	2.00	4.50	3.75	.47
Organizational Performance	50	2.00	4.50	3.71	.50

Table 4.6 shows the variables of the current research and their statistics, the first column shows the variable of the study. The second column represents the sample size, column three and four informs about the maximum (4.50) and minimum (2.0) values. Column number five present the mean and the sixth column shows the standard deviation. Human resource management has mean = 3.75 and its standard deviation = .47, and the independent variable OP shows mean = 3.7, and S.D = 0.50.

4.9.6. Control variables

To check the effect of demographics variables (i.e. gender and countries) on organizational performance, a ‘one-way ANOVA test’ was used. The results of one-way ANOVA are described in the below table 4.7.

Table 4.7: Impact of demographics

Controls Variables	F stats	Significance
Gender	1.10	.44
Countries	1.14	.21

The above Table 4.7 explained about the F values of the variable and its significance level. The results described that organizational performance in the context of gender is not significant (F= 1.10, $p > 0.05$) and countries also have insignificant results (F=1.14, $p > 0.05$). Therefore, none of the demographic variables were controlled during research.

4.9.7. Correlation analysis

The correlations analysis shows the relationship and direction of the relationship between the study variables. It also explained the significance of the relationship. Positive wave or sign explained that variables are toward in same direction and negative wave shows variables are in opposite movements. The correlation coefficient is calculated by using Pearson correction analysis. The coefficient values present between +1.00 to -1.00 while the 0 value represents no relationship between variables.

Table 4.8: Correlations

	Gender	Countries	HRM	OP
Gender	1			
Countries	-.080	1		
HRM	.170	-.010	1	
OP	.021	-.214	.674**	1

****.** Correlation is significant at the 0.01 level

Table 4.8 is the reflection of the relationship analysis of the study variables i.e. demographic variables and HRM (IV) and organizational performance (DV). The above table 4.8 shows that gender was insignificantly and negatively correlated with countries ($r = -.08$, $p > 0.05$), whereas, it is positively and insignificantly correlated HRM ($r = .10$, $p > 0.05$), OP (organizational performance) ($r = .21$, $p > 0.05$). Countries wise distribution of participants is negatively and insignificantly influence HRM ($r = -.01$, $p < 0.05$) and OP ($r = -.21$, $p < 0.05$). While HRM is positively and significantly correlated with organizational performance ($r = .67$, $p < 0.01$).

4.9.8. Regression analysis

The impact of the independent variable on the dependent variable can be found by using regression analysis. The results of the current research showing that there is a positive significant relationship between HRM and organizational performance. A regression analysis test is applied to find out HRM causes any type of influence on organizational performance. The results of regression analysis showing that HRM is a strong predictor of Organizational performance. Figure 4.2 showing the dependent variable (organizational performance) plotted on Y-axis, X represents the independent variable (Human resource management) plotted on X-axis. HRM causes a positive influence on the organizational performance, the screen plot of regression slop explaining the excepted change in the organizational performance due to the increase in HRM. Statistical Package for the Social Sciences (SPSS) version 24.00 is used to find out the regression, the results are also given below.

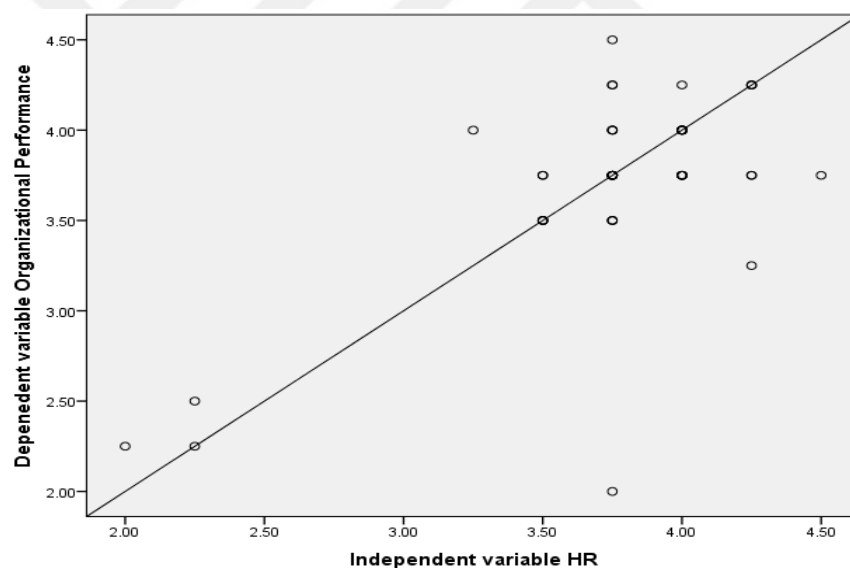


Figure 4.2: Regression graph analysis

In regression analysis, the value of β informs about the change in the dependent variable by the independent variable by 1 unit in change. The value of β can be positive as well as negative. The value of β provides the direction of prediction, R^2 and adjusted R^2 in regression provide information about variance organizational performance due to human resources management.

H1: HRM is positively and significantly related to organizational performance.

H₀: Human Resource Management is negatively and insignificantly related to organizational performance.

Table 4.9: Regression analysis for the impact of IVs on DV

Predictor (IV)	DV: Organizational Performance		
	B	R ²	ΔR
HRM	.71***	.45	.45

*** $P < 0.001$, ** $P < 0.01$, * $P < 0.05$

Table 4.9 represent the positive beta value, shows that HRM strongly positively significantly related to OP ($\beta = .71$, $t = 2.50$ and $\Delta R = .45$). It could also be said the change in Human resource management by .71 unit causes a change in organizational performance positively. This proves the hypothesis H1.

Table 4.10: Summary of hypothesis accepted/rejected

No.	Hypothesis Statements	Results
H1	<i>HRM is positively and significantly related to organizational performance</i>	Accepted
H0	<i>HRM is negatively and insignificantly related to organizational performance</i>	Rejected

Table 4.10 shows the accepted and rejected hypothesis, the above results strongly support the H1 hypothesis. Hence it proves that HRM is positively and significantly related to organizational performance.

4.10 Results discussion

The main objective of the present study, to check the impact of human resources management on the overall organizational performance, data has been

collected from different countries such as Pakistan, Turkey, Bangladesh, India, Bahrain, Canada, and Italy. Human resources management has a very positive and strong impact on organizational performance. (Afzal, 2013) argued that human resources management has a strong effect and playing a very positive role to achieve organizational goals and suggested the training sessions and proper selection criteria for the job process. In this research, two hypotheses were taken to check or investigate the impact on organizational performance. The hypotheses and the result of the accepted hypothesis is discussed with the supportive studies.

It hypothesized that there would be a strong positive relation between HRM and overall organizational performance. There are lots of studies that are in the support of this hypothesis from 1920 to 2020 the connection between HRM and organizational performance is very positive but after the late 20th century especially after 1980, the role is outstanding from recruitment to production in every department (Armstrong, 2014). The human resources management is not only important in the term of performance because it understood that it has a very strong relation with performance, but it's also developing a good potential to maintain the production and quality (Babel'ová, 2020). In another great study, it has seen the positive link between HRM and its impact on organizational performance (Israr, 2017). Human resources management with unique policies can run an organization from low profit to high-profit organization, and it make the organization strong in many ways to compete with other local or international organizations (Lu, 2015).

Human resources management is the biggest source to maintain performance even in the environmental studies and in the field, this green HRM is produced green capabilities to improve worker performance to get maximum output from workers in every kind of weather (Renwick, 2014). Human resources management have a very positive, and significant impact on the worker's performance, overall organization performance, and also effect directly to workers life by motivation training sessions (Din, 2014)

Human resources management has a significant impact on organizational performance, research conducted in Saudi Arabia, strongly supporting the result of the accepted hypothesis (Alshammari, 2020). Human resource management is the most important asset to achieve organizational goals for any kind of organization, the industries with HRM proper active department can perform their abilities in good

and well manners to get maximum output with future continuous achievements (Nafei, 2015). In another research the challenges facing by HRM to achieve organizational goals examine by the researcher, they concluded that to get maximum performance pieces of training and motivation sessions for workers are very important because organizational performance has a direct link with workers or labor performance, so its HRM reasonability to train staff according to the nature of work. According to this research, HRM has a very good effect on the overall organization performance (Stavrou, 2015). For internal and external recruitment, the role of human resource management is very important, because it's the first and most important duty of HRM. The recruitment of the right person at the right place is compulsory for organizational performance (Aoin, 2017)

All the studies mentioned above strongly supporting the result of this research that is the human resource management is significantly and positively related to organizational performance. The null hypothesis is stated as Human Resource Management is negatively and insignificantly related to organizational performance. (Lin, 2015) worked on the missing links between the human resource management of its influence on organizational performance. They argued about the black box between the influence of HRM on OP. The failure of the competitive system in the organization affects the other operational outcomes of the organization. So, the flaws in the implementation of the HRM strategies can lead to a negative influence on the organizational performance of the employees (Nishii, 2008). For this research study largest participants were from Turkey because Turkey is among the nation benefiting from world or globalization and is one of the most important emerging economies in the world, situated at the "crossroads of Eastern and Western cultures and geography" (Sandıkcı et al., 2016). Located at the entrance to European countries and Asian countries. Turkey is a vibrant and developing market and growing economy, adjacent to the Mediterranean Sea, and the part of the Mediterranean Sea (Aegean Sea), and the Euxine Sea (Black Sea). Emerging markets close to Western Asia and Central Asia have also created a unique kind of business favorable conditions (Rozkwitalska, 2017). The current study is also designed to find out the main differences between the countries and their organizational performance. The ANOVA test is applied to find out the mean difference between the countries and organizational performance. The ANOVA test is applied because Organization

performance is measured in different countries. The results of the ANOVA are showing an insignificant difference in the countries and organizational performance. it means the countries have not influence on the organizational performance as mentioned above. The past researches also support the results of the current research, (Farashahi, 2005) argued that the organizational theory focuses on developed countries more around 95 % while 5 % of studies are based on testing of organizational theories in developing countries. The countries have not direct influence on the organizational performance, several other factors influence the organizational performance. Like in the current it was measured that HRM has a positively significant relationship with the Organizational performance. (Piercy., 2004) Past researches also explained that the human resources management practices like motivation, recruitment, and communication etc. also influence the organizational performance. The world is becoming a global village and HRM practices are adopted by the countries are quite the same (Denison., 1995). Therefore, the current test results showing that insignificant mean differences in organizational performance in different countries. It is suggested that current research can be implemented in the understanding of human resource management and organizational performance in the above seven countries. The current study can also help in understanding the HRM and organizational performance in the respective countries business and companies, for the future implication of the current study, it is also suggested that more research is required in the context of the influence of national culture, organizational culture and strategic orientation, etc. Based on current research results and previous studies (mentioned above in literature and discussion) results from human resource management and its impact on overall organizational performance is very positive, so its highly suggested that human resource management system for every country, and every kind of organization to achieve their organizational goals.

5. CONCLUSION

The main aim of this study was to explore the impact of human resources management on the performance of an organization, after older and new studies it has seen that HRM contribute to increase the overall performance of the firm. It is found that there is a strong positive relation between HRM and organizational performance. The positive value of beta in the regression analysis interpreted that HRM has a positive impact on organizational performance. Decades of evidence also showing the contribution of HRM for any type of organization (Armstrong, 2014). From the study, it concludes the negative effect on employees (Nishii, 2008), so HRM officials and responsible should pay attention to the employee's well-being. Moreover, different participants taken from different countries such as India, Bahrain, Canada, Pakistan, Bangladesh, Turkey, and Italy to analyze that all those countries are in the favor of the impact of human resources over organizational performance, 100% response from the industries showing that almost every kind of organization has this department but the further development by latest technology, training, and further steps for the employee satisfaction is the requirement of the time. Base on this research study the researcher concludes that the countries have not a direct influence on the organizational performance so, this factor has no need of any country or specific people, however it requires the proper training of the HR department which should have know the importance of HRM over organizational performance.

5.1. Performance implications

This research gives different implications over performance. It is recommended that for every kind of small, medium or large organization short term and long-term trainings are very important to make good performance and for maximum output.

Performance of the company is directly related to employee performance, so employee satisfaction is necessary, and for employee satisfaction organizations

should require to compensate employees by multiple benefits i.e., health insurance, incentives, commission, or in the form of cash rewards or performance-based gifts.

5.2. Recruitment implications

Employee job satisfaction communicates the organization's performance, so the right person for the right place according to the requirement is most important for organization performance. This research shows the responsibility of the HR manager to recruit a person and the importance of the legal recruitment process and after the selection of candidates, job-related trainings are the responsibility of the HRM. It is highly recommended that the job recruitment should be transparent without any nepotism.

5.3. Recommendations

In the future, it would be highly appreciated to research on HRM performance both micro and macro level, because HRM is the need of time to run an organization and for a successful business. HRM also causes to decrease in profit, so in the future and it's the need of time to do work on the financial HRM. This research can be recommended for the hereafter researches on the large data with the different organizations and companies. It is also suggested that more research is required in the context of the influence of national culture, organizational culture and strategic orientation etc on the organizational performance other than HRM.

Every organization should arrange short- and long-term trainings to develop skills in workers to achieve maximum output. A well-motivated employee is an asset of the organization, so to reduce turnover and strong and long-term relations with the organization motivation sessions are necessary. Human resources management should focus on the employee learning process according to the latest technology. This research provides different implications that human resources managers, HR practitioners, and different small and large industry owners, can benefit from this study.

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Appendix A_ Information Consent

ANKET

Konu İşbirliğiniz

Referanslar MS tarafından yürütülen araştırma çalışması (İKR ORGANİZASYON PERFORMANSINA ETKİ) Sayın yetkili, Türkiyede, İstanbul Kültür Üniversitesinde Mühendislik Yönetimi programında yüksek lisansını yapan ve araştırma yapan bir öğrenci olduğumu belirtmekle başlamak istiyorum. Dr. Öğr. Üyesi İbrahim Ethem gözetiminde “Uluslararası ithalat ve İhracatı Artırmak İçin “İKR ORGANİZASYON PERFORMANSINA ETKİ”

Bu araştırma için araştırma panelimiz tarafından sınırlı sayıda yüksek performanslı şirketler seçildi ve seçkin kuruluşunuzun bunlardan biri olduğunu size bildirmekten memnuniyet duyuyorum. Bu bağlamda ve İKR ORGANİZASYON PERFORMANSINA ETKİ arasındaki ilişki derecesini ölçmek için, doldurmanızı istediğimiz bir anket geliştirdik, çünkü sizler mühendislik yönetimi ve uluslararası pazar konusunda pratik deneyime sahip uzmansınız. Sizin gibi bir uzmanın adil geri bildiriminizin bu araştırmayı çok başarılı yapacağına inanıyorum. Bu anketi doldururken, lütfen her soruya cevap vermek için aşağıda belirtilen puan ölçeğine (1, 2, 3, 4, 5}) baktığınızdan emin olun. En düzgün seçeneği seçmenize yardımcı olacaktır.

Kesinlikle katılıyorum	Katılıyorum	Emin değilim	Katılmıyorum	Kesinlikle katılmıyorum
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Sizlere sunduğumuz araştırmalarla ilgili bilgilerin / geri bildirimlerin veya herhangi bir materyalin gizli tutulacağından ve sadece araştırma / araştırma amacıyla kullanılacağından emin olmak isterim. Umarım bu anketi, bu mektubu veya postayı aldıktan sonra en geç 2 - 3 gün içinde cevap vereceksiniz. Araştırma çalışmamı verilen süre içinde tamamlamamı sağlayacak. Son olarak, bu düzeyde mühendislik yönetiminin rolü alanında yürütülen çok az araştırma çalışması yapıldığını belirtmek isterim. Bu konuda işbirliğiniz, Mühendislik Yönetimi alanındaki araştırma ve geliştirmeye kapılarını açacaktır ve işbirliğiniz olmadan bu imkansızdır. Bu araştırmayı başarılı bir şekilde yapmak için bizimle olabildiğince işbirliği yaparsanız çok memnun olacağım.

Teşekkür ederim ve saygılarımla,

Muhaddas Hussain

IKR ORGANİZASYON PERFORMANSINA ETKİ

İsim, _____	Ülke, _____
Şirket / Ünvan, _____	Tell No / e-mail _____

Lütfen aşağıdaki soru formunu

	kesinlikle katılıyorum	katılıyorum	belir siz / ukar arsız ım	katılmıyorum
• İKY, sanayinin genel performansı üzerinde derin biretkiye sahiptir.	☐	☐	☐	☐
• İKY maliyetin artmasına neden olur	☐	☐	☐	☐
• İKY kuruluşun toplam karını azaltır	☐	☐	☐	☐
• İKY üretim alanı ile doğrudan bağlantılıdır.	☐	☐	☐	☐
• İKY çalışan performansı üzerinde olumsuz etkiye sahiptir	☐	☐	☐	☐
• İKY diğer bölümlerin performansını arttırmaya neden olmaktadır	☐	☐	☐	☐
• Kısa süreli eğitimler şirket için iyidir	☐	☐	☐	☐
• İKY politikaları, tüm çalışanlar ile net bir şekilde iletişim kurar ve	☐	☐	☐	☐

HRM IMPACT ON ORGANIZATIONAL PERFORMANCE

Name, _____ Country, _____ Company / Designation _____

Please complete the following questionnaire with specific regard to the above enquiry, by placing a CROSS-in the appropriate box. ☒

	strongly agree	agree	uncertain	disagree	S.D
1. HRM has deep effect on the overall performance of industry	☐	☐	☐	☐	☐
2. HRM cause to increase in cost	☐	☐	☐	☐	☐
3. HRM decrease the overall profit of organization	☐	☐	☐	☐	☐
4. HRM has directly link with production area	☐	☐	☐	☐	☐
5. HRM has negative impact on employee performance	☐	☐	☐	☐	☐
6. HRM cause to increase the performance of other departments	☐	☐	☐	☐	☐
7. Short period Trainings are good for company	☐	☐	☐	☐	☐
8. HRM policies clearly communicate and compensate the all rank employees	☐	☐	☐	☐	☐

What you think about the role of engineering management in order to Organizational Performance?



Can we increase Profit and Quality by using HRM methods? If yes then how?

What do you think what are the most effective management strategies to increase Organizational performance?