

# Human Resource Management Practices and Their Impact on Employee Job Satisfaction in the Libyan Banks

**Dr:Hassan S.A. Zidan**

Libyan Biotechnology Research Center  
(LBTRC)

---

## **Abstract:**

A sound HRM system can be generated through the effective HRM practices. Being valuable and scarce capabilities, human resources are considered as a source of sustainable competitive advantage. The success of an organization depends upon several factors but the most crucial factor that affects the organization performance is its employee. Human resources play an integral role in achieving an innovative and high-quality product/ service. The present study is an attempt to examine and analyse the impact of human resource management practices on job satisfaction of sector banking employees. In the study, an estimated regression model identified that HRM practices such as training, performance appraisal, teamwork, and compensation have a significant impact on job satisfaction. On the other hand, employee engagement has no significant effect on job satisfaction of bank employees.

**Keywords:** *Human Resource Management Practices, Job Satisfaction, Training, Performance Appraisal, Team Work, Employee Participation, compensation.*

## ممارسات إدارة الموارد البشرية وأثرها على الرضا الوظيفي للموظفين في البنوك الليبية

## المُلخَص:

يمكن إنشاء نظام إداري سليم من خلال ممارسات إدارة الموارد البشرية الفعّالة؛ نظراً لكونها ذات قدرات قيّمة ونادرة، لذلك تعد الموارد البشرية مصدراً للميزة التنافسية المستدامة، ويعتمد نجاح المنظمة على عدّة عوامل ولكن العامل الأكثر أهمية الذي يؤثر على أداء المنظمة هو موظفوها. حيث تلعب الموارد البشرية دوراً أساسياً في تحقيق منتج/خدمة مبتكرة وعالية الجودة. الدراسة الحالية هي محاولة لفحص وتحليل تأثير ممارسات إدارة الموارد البشرية على الرضا الوظيفي لموظفي القطاع المصرفي في ليبيا. في هذه الدراسة حدد نموذج الانحدار التقديري أنّ ممارسات إدارة الموارد البشرية مثل التدريب وتقييم الأداء والعمل الجماعي والتعويض لها تأثير كبير على الرضا الوظيفي. من ناحية أخرى ليس لمشاركة الموظفين تأثير كبير على الرضا الوظيفي لموظفي البنوك.

**1- Introduction:**

In the current era of highly volatile business environment, organizations face emerging challenges in the form of acquisition and improvement of human resources. Being capabilities that are both valuable and scarce, human resources are a source of sustainable competitive advantage. The success of the organization depends on several factors but the most important factor affecting the performance of the organization is its employee. Human resources play an essential role in achieving an innovative and high quality product/service. If the employees of an organization are satisfied with their jobs, then the organization can achieve its goals very directly. The human resource management practices of any organization focus on the optimal use and effective management of its human resources in order to maximize production. People management is concerned with identifying methods and strategies to find alternatives for how to achieve the objectives of the organization. Khan (2010) revealed that in an active work atmosphere, an approach is needed to achieve better performance, to create and implement HRM practices. Organizations largely and immaterially need to invest in such practices to gain a competitive advantage.

Human resource management practices play a very important role in achieving the goals of the organization and maintaining competitive advantage. Human resource management practices refer to the organizational activities directed at managing the human resource group and ensuring that resources are used to achieve organizational goals (Schuler & Jackson 1987).

HRM practices are the management of people within the internal environment of organizations, and include the activities, policies and practices involved in planning, obtaining, developing, using, evaluating and maintaining the appropriate numbers and skill mix of employees to achieve the goals of the organization (Appelbaum 2001). Organizations are currently competing by implementing unique HRM practices and due to globalization organizations are adopting the latest HRM practices in order to achieve organizational goals. HRM best practices are beneficial to both the employee and the employer; it plays an important role in the constructive growth of the enterprise.

## 2- Literature Review:

In order to study the relationship between human resource management practices and job satisfaction, researchers, academics and policy makers have investigated several studies in different time periods. Numerous research has shown that human resource management practices and job satisfaction are the main factors of employee performance. In this paper, an attempt is made to assess the relationship between human resource management practices and job satisfaction of bank employees in the private sector. There are many human resource management practices as discussed by many researchers and academics. Katou (2008) conducted a study to measure the impact of human resource management practices on organizational performance in the manufacturing sector in Greece. The results indicated that the relationship between HRM practices (resource provision and development, compensation and incentives, participation and job design) and organizational performance is mediated in part by HRM outcomes (skills, attitudes, and behavior), and is influenced by business strategies ( cost, and behavior, Quality and innovation).

The study concluded that human resource management practices linked to business strategies will affect organizational performance through the results of human resource management. Iqbal et al. (2011) conducted a study to compare human resource management practices in public and private universities in Libya among executives. The study found that there is a significant difference in human resource management practices in public and private universities. HRM practices such as job definition, training and development, compensation, teamwork, and employee engagement were better in public universities than in private universities. The study also found that performance appraisal practices were better in private universities than public sector universities. Zulficar et al (2011) investigated a study examining the relationship and nature of the relationship between human resource management practices (compensation, performance appraisal, and promotion practices) and perceived employee performance in the Libyan banking sector. The results of the study found that the employee's perceived performance and human resource management practices have a positive and significant relationship. Additional results based on the analysis indicated that performance appraisal and promotion practices are important but compensation practices are not significant. Majumder (2012) conducted a similar study on bank employees to gain insight into current HRM practices (recruitment and selection systems, compensation package, job security, career growth, training and development, management style, job design and responsibilities, reward and motivation and work environment) and their impact on Employee satisfaction with the private banking sector in Bangladesh. The study revealed that most employees are not satisfied with the remuneration package followed by reward, motivation, career growth, training and development, management style, job design and responsibilities. Hussain and Rahman (2013) studied the relationship between HRM practices implemented by the organization based on the employee's intent to stay and work effectively in the organization. The result of the study explored that human resource management practices viz: person-organization compatibility, job security, communication, training and development contribute strongly to the development of employees' intentions to stay with the organization. Moreover, strong positive

interrelationships are found between HRM practices and employee retention and these practices enhance the ability of employees to retain organizations. Lamba and Choudhury (2013) revealed that human resource management practices provide an advantage for employee commitment to an organization's goal in a global competitive marketplace. The study concluded that human resource management practices such as training and development, compensation and care activities have a significant impact on organizational commitment and are associated with superior organizational performance, which helps in retaining knowledgeable and skilled employees. Awang et al (2010) examined the effect of university lecturers' job satisfaction on their commitment to academic activities. In addition, I also specifically looked at the factors that contribute to job satisfaction, namely promotional opportunities, pay, work environment, workload, relationship with colleagues, and management style. The study found that promotional opportunities, workload, and relationship with colleagues significantly affect lecturers' job satisfaction. Importantly, this study also confirmed that there is a significant relationship between job satisfaction and commitment to work. In a study of public sector universities in Pakistan, Malik et al (2010) examined the effect of teacher satisfaction with job dimensions on perceived organizational commitment. The results of the study indicated that job satisfaction, quality of supervision, and satisfaction with wages had a significant positive impact on the organizational commitment of faculty members. The study found that teachers had a high degree of organizational commitment, job satisfaction, supervision, salary, co-workers, and promotion opportunities. Padala (2010) conducted a study to determine the various criteria of employee job satisfaction and organizational commitment. The study revealed that employees have a positive tendency in the intensity of their commitment to their organization. Age, education, nature of job, length of service, and income have negative relationships with employee job satisfaction as well as organizational commitment. It was found that employees who have very active participation in trade unions have greater job satisfaction and a higher degree of organizational commitment. Olusegun (2013) conducted a study among university employees in southwestern Nigeria to examine the effect of job satisfaction on employee turnover intentions. The result of the study found that the

effect of the linear combination of job satisfaction and turnover intentions was significant. There were significant relationships between job satisfaction and turnover intention. The study also revealed that there was no significant difference in the intent of library staff turnover depending on where they worked.

Shikha (2010) examined HRM practices among employees of Indian commercial banks to examine HRM practices that provide a source of sustainable competitive advantage. The study revealed that instead of spending resources on training and development, an organization should emphasize a long-term commitment to human resources. Hawke (2011) conducted a study to examine and gain a better understanding of the impact of HR practices on the job satisfaction of foreign workers in the PCSB group of companies in Malaysia. The results of the study found that the independent variable was the only compensation that had an effect on the job satisfaction of foreign workers. The results also revealed that workers who had only primary education had higher job satisfaction. Martin (2011) conducted an investigation into the impact of human resource management practices on organizational satisfaction and commitment and the influence of smoking cessation intent. Human resource management practices include hiring, hiring, compensation and benefits, training and development, supervision, and evaluation. The result of the research found a significant relationship between perceptions of HR practices and intent to quit, mediated by organizational commitment and job satisfaction. Khan et al (2012) conducted a study on a university teacher for three different sectors of Pakistan universities (public, private and semi-public) to explore the relationship between job satisfaction and HR practices. The study found that male university teachers are more satisfied with their jobs, but female teachers are more satisfied with human resource practices in universities. University professors in the public sector are more satisfied and find a direct relationship in length of experience and job satisfaction. General HR practices have a positive relationship with job satisfaction. Iqbal et al (2013) evaluated the relationship between human resource practices (impact of supervisor role, participation in decision-making and compensation policy) and employee job satisfaction among manufacturing and service sector employees in Pakistan. The results of the study showed that the supervisor's role has

a strong positive impact on job satisfaction. Participation in decision-making that is optimistic about the success of the company has less positive impact on job satisfaction.

### **2. A- Job satisfaction**

Is it a situation resulting from coordinating and summarizing the many subtle experiences you like and dislike with the job? Job satisfaction of an employee is the level of satisfaction by job. Job satisfaction is a critical indicator of how employees feel about their job and describes how satisfied they are with their job. The level of employee satisfaction is also related to the increased production of the organisation. Employee job satisfaction is essential to the success of the organization. In an organization, a higher rate of employee satisfaction is directly related to a lower turnover rate. Thus, maintaining employee satisfaction in their jobs with their careers should be a top priority for every organisation. Bogdanova et al (2008) stated that HRM practices attempt to develop and allocate human capital in the best possible way in order to achieve long-term goals; they provide them with many benefits and good environments that will enhance employee motivation and job satisfaction and increase their performance. Gürbüz (2009) noted that in order to maintain HRM practices and job satisfaction of employees, they have many important benefits for an organisation.

### **2. B- Relationship between HRM practices and job satisfaction**

Research results from previous studies have been mixed, for example, Gürbüz (2009) examined the effect of human resource management on job satisfaction and **data was** collected from 480 blue-collar employees of 35 large companies in Istanbul, Turkey. Various variables were used: empowerment, teamwork, job rotation, participation, and contingency compensation. The empirical result showed that the dominant variable of employees' job satisfaction is employees' participation in decision-making. Iqbal et al (2013) investigated the impact of human resource practices on job satisfaction in the corporate sector in Punjab, Pakistan. They discovered that the supervisor's role has a strong positive effect on job satisfaction while compensation policy and participation in decision-making have no significant effect on job satisfaction. Syed Weah (2012) also examined the impact of high-performance HRM practices

on employee job satisfaction in China. They found that empowerment, job rotation, employee engagement, merit-based promotion, performance-based pay and grievance-handling procedures were positively associated with employee job satisfaction. In the same line, Asta and Zivile (2011) examined the association of HRM with organizational commitment and job satisfaction. The empirical result indicated that skill enhancement, motivation enhancement, and engagement that enhance HRM practices have positive relationships with effective HR response, that is, job satisfaction.

### **2.1- Training**

Tzafir (2005), Training is an important component of human capital production. Investing in training programs can make employees feel indebted to the company. Training is necessary for employees to perform certain jobs because the job requires certain skills and knowledge through which it is much easier to perform the job because it is in the employee's interest. Qureshi et al (2007) concluded that training as a human resource practice has a very positive impact on employee performance as there is a very positive relationship in the study. Danvila Del Valle et al (2009), training provides employees with the skills, abilities, and knowledge required by the job. This effect can be explained in such a way that the organization is interested in investing in the training of employees and giving them confidence and intends to rely on them in the future, they will put more effort and do their best in their work in an efficient manner.

### **2.2- Performance Appraisal**

Cumming (1993) pointed out that performance appraisal is an approach to evaluating an employee's work performance in a measurable manner. The objective of this evaluation is to improve the efficiency of the organization by trying to mobilize the best possible efforts from the individuals working in it. The primary objective of performance appraisal is to ensure the maximum use of each employee's skills, knowledge and interests (Arthur, 2008). However, professional employees without motivating them to accomplish their tasks, their competence will be incomplete (Sani, 2012). Measuring and enhancing employee performance is a major determinant of



organizational success and competitive advantage (Ployhart et al., 2006).

### **2.3- Team Work**

A team is a group of people working together to achieve a common goal. Teams are characterized as “a group of two or more people who are dynamically and interdependently working adaptively towards a common and valuable goal/objective/task”, Salas et al. (1992). Tambi (1997) described team behavior as the process of sharing the goals they want to achieve, sharing knowledge, intent to implement the plan, sharing their abilities, and monitoring their progress toward the team goal. Thus, a team can be defined as a set of individual functions integrated towards a common task or goal.

### **2.4- Employee Participation**

Paul and Jenkins (1997) anticipate the basic principles for achieving better employee participation in the organisation. Employee participation with the help of job boards, management support for employee participation in work and decision-making, trade unions, collective bargaining, providing equal opportunities for employees to present their views on development initiatives and other key issues. Employee engagement improves understanding of the organization's goal and strategies to achieve it efficiently. Meyer and Allen (1991) found that employee participation in work and decision-making is an important positive predictor of job satisfaction and organizational commitment.

### **2.5- Compensation**

Employee compensation is another key human resource management practice to improve job satisfaction among an organization's employees. The compensation policies and incentive bonus system of the organization can influence the behavior of the employees and are treated as indicators of the organization's attitude and interest in the employees. Luthans (1998) explains compensation not only to fulfill basic requirements of employees, but also helps in meeting higher level needs. Once a level of needs is achieved, the next level of needs motivates people to achieve a higher level of needs. Therefore, compensation is one of the most important variables for job satisfaction.

### 3- Objectives of Study:

The main objective of the study is to examine and analyze the impact of HRM practices on job satisfaction of banking employees.

- 1- To examine training impact on job satisfaction.
- 2- To explore performance Appraisal impact on job satisfaction.
- 3- To identify team work impact on job satisfaction.
- 4- To analysis employee's' Participation impact on job satisfaction.
- 5- To create and enhance compensation impact on job satisfaction.

### Questionnaires distribution

Questionnaire will developed to distribute among these selected banks to respond on the issues outlined in the questionnaire based on their experience on HRM. The questionnaire will distributed to the employees in the banks by hand after obtaining permissions from the banks. The employees will give approximately 1 day to 10 days to complete the questionnaire in their banks.

### 4- Research Methodology:

The present study is an exploratory research seeks to examine and analyze the impact of human resource management practices on job satisfaction of sector banking employees. For the present study Bank a leading sector is taken as researcher. The sample units include executives, middle level employees of Bank. For the study 60 respondents were contacted for obtaining the information regarding HRM practices. But due to busy time schedules of bank employee and their engagement in various activities the numbers of respondents were restricted up to 52. For obtaining the required information interview method is used and structured schedule is filled by the researcher.

#### 4.1- Methodology:

Two methodologies were followed for the current study. The first is the Qureshi and Rami (2006) Scale of Human Resource Management Practices and consists of 25 statements on training, teamwork, performance appraisal, compensation, and employee engagement. The second is the Singh (2001) scale of job satisfaction which consists of 20 statements. The reliability and validity of these instruments were found to be within acceptable parameters.

#### 4.2- Model Specification

On top of analyzing the impact of human resource management practices on job satisfaction, multiple linear regression models were applied using SPSS. The regression model is depicted as:  

$$JS_{it} = \beta_0 + \beta_1 (T) + \beta_2 (P) + \beta_3 (TW) + \beta_4 (EP) + \beta_5 (C) + \text{eit}$$

In the above equation  $\beta_0$  is constant and  $\beta_i$  are the regression coefficient of the explanatory variables, while  $\text{eit}$  is the residual error of regression.

#### 4.3- Dependent and Independent Variables:

The Job Satisfaction (JS) of bank employees is taken as dependent variable in the regression model. The independent variables used in model are Training (T), Performance Appraisal (PA), Team work (TW), Employee Participation (EP) and Compensation (C).

#### 5- Hypotheses:

For examining the impact of human resource management practices on Job Satisfaction the following null hypotheses have been framed.

**H1:** Training has significant impact on job satisfaction.

**H2:** Performance Appraisal has significant impact on job satisfaction.

**H3:** Team work has significant impact on job satisfaction.

**H4:** Employee's' Participation has no significant impact on job satisfaction.

**H5:** Compensation has significant impact on job satisfaction.

#### 5.1- Data analysis and interpretation:

Table I Showing the Mean Value and Standard Deviation of HRM practices and Job Satisfaction.

	N	Minimum	Maximum	Mean	Std. Deviation
Training	52	2.00	5.00	4.02	0.79
Performance	52	3.00	5.00	4.00	0.52
Teamwork	52	2.00	3.00	2.45	0.44
Employee participation	52	1.00	5.00	2.80	1.16
Compensation	52	4.00	5.00	4.48	0.34
Total HRM				3.55	
Job Satisfaction	52	3.00	5.00	4.34	0.50

The training practices provide satisfaction to all the respondents between “small extents” to “very great extent”. On an average the respondents are satisfied to a large extent from the training practices provided by the organization. The performance appraisal system provides satisfaction to all the respondents between “moderate extents” to “very great extent”. On an average the respondents are satisfied to a large extent from the performance appraisal system provided by the organization. Respondents are satisfied to a small extent with the training practices and Employee participation practices offered by the Bank. The most important factor compensation showed that respondents are satisfied “to a large extent” with the salary packages and other remunerations benefits. The average value (3.55) showed that the employees are satisfied to large extent with the HRM practices offered by the Bank. The mean value of Job satisfaction showed that the employees are satisfied to a large extent.

### 5.2- Findings of Regression Model

In order to determine the existence of multicollinearity problem, the simple correlation matrix among independent variables is analyzed and presented in the table (1). Cooper and Schindler (2003) argued that a multicollinearity problem exists when correlation scores are 0.8 or greater.

**Table (II) Showing the Correlation between HRM and Job Satisfaction**

	JS	T	P	TW	EP	C
	Job Satisfaction	Training	Performance Appraisal	Team Work	Employee Participation	Compensation
JS	1.00					
T	0.281*	1.000				
P	0.097	-0.046	1.000			
TW	0.764*	-0.096	0.311*	1.000		
EP	-0.187	0.187	-0.203	-0.208	1.000	
C	0.086	-0.025	0.039	-0.125	0.366*	1.000

\*Indicates correlation significant at level 5%

From the table 1 it can be concluded that none of the HRM practices variables have no high correlation or presence of multicollinearity, which is above the standard rule of thumb 80%. The results from correlation analysis indicate that job satisfaction of employees is negatively correlated with employee participation and

other HRM practices like training, performance appraisal, team work and compensation are positively correlated with job satisfaction.

### 5.3- Regression Analysis Results

**Table III Showing the Multiple Regressions.**

Explanatory Variables	Constant	T	P	TW	EP	C
Variables		Training	Performance Appraisal	Team Work	Employee Participation	Compensation
Bi	0.720* (0.341)	0.153* (0.012)	-0.182 (0.054)	0.890* (0.000)	-0.090* (0.048)	0.403* (0.008)
t-values	0.965	2.641	-1.994	8.259	-2.047	2.826
R2	0.717	Adj. R2 0.677				
F-Test	18.22	Durbin Watson 2.244				

(\*) indicates significant at 5% level.

Coefficient effect ( $\beta_i$ ) is a predictor of each variable related to HRM practices. The regression analysis results reveal the following observations.

1. The adjusted value of R2 highlights that 67.7% variability in the job satisfaction of employees can be explained by HRM practices (independent variables).

2. The Durbin Watson test value 2.244 indicates the absence of no serial correlation among the variables.

3. An F-Test value is 18.22 and p-values less than 5% for the data variables indicates the very well fit of regression model. In other words the null hypothesis ( $H_0$ : There is no effect of given explanatory variables on dependent variables) is rejected.

4. The regression results highlights that performance appraisal has no significant effect on job satisfaction at 5% level of significance.

5. The regression coefficients of the other independent variables of HRM practices are statistically significant at 5% significance level and they have significant influence on job satisfaction of the employees of HDFC Bank.

As shown in the above table the results of regression analysis can also be depicted in the regression equation form based on regression coefficients.

$$Pit = 0.720 + 0.153T - 0.182P + 0.890TW - 0.090 EP + 0.403C$$

Based on the above equation it can be inferred that Performance Appraisal (P) has negative and insignificant influence on Job Satisfaction (JS), whereas Employee Participation (EP) has

negative but significant influence on Job Satisfaction (JS). The  $\beta_1$  is 15.3%, t-value is 2.641 which is less than p-value at 5% level of significance. Thus H01 is rejected. It means Training has significant influence on Job Satisfaction in HDFC Bank.

The  $\beta_2$  coefficient shows -18.2% influence of Performance Appraisal (P) on Job satisfaction. But these results are not statistically significant at 5% significance level. The t-value is -1.994, which is more than p-value at 5% level of significance.

Thus H02 is accepted and it is inferred that the Performance Appraisal has no significant influence on Job satisfaction.

In the HRM practices Team Work (TW) shows positive correlation with Job Satisfaction. The  $\beta_3$  shows 89% influence on the Job Satisfaction, t-value is 82.59 and p-value is less at 5% significance level hence H03 is rejected.

The regression results reveal that Employee Participation (EP) has negative and significant influence on Job Satisfaction.

The  $\beta_4$  coefficient shows 9% influence on the Job Satisfaction, t-value is -2.047 and p-value is less at 5% significance level.

Hence H04 is rejected. Thus it is observed that in case of HDFC Bank Employee Participation has significant impact on the Job Satisfaction.

The regression coefficient  $\beta_5$  which measures compensation has 40% influences on Job Satisfaction of sample employees.

The t-value is 2.826 and p-value is less at 5% significance level. Hence H05 is rejected.

#### 4- . Conclusion and Suggestion:

The present study is an attempt to examine and analyses the impact of human resource management practices on job satisfaction of sector banking employees. In the present study, the estimated regression model identified that the HRM practices like Training, Performance Appraisal, Team Work and Compensation has significant impact on job satisfaction. On the other hand Employee Participation has no significant impact on job satisfaction of the employees of HDFC banks.

The study recommends that HDFC Bank has to build new policies to improve employee's participation at middle level and senior level management. Other practices like Training, Performance

Appraisal, Team Work and Compensation need to be maintained in order to achieve high level of job satisfaction.

### References

1. Appelbaum, S. H., (2001): "Human Resource Management", John Molson School of Business, Concordia University, Montreal.
2. Arthur, D. (2008), The First-time Manager's Guide to Performance Appraisals. New York: AMACOM, American Management Association.
3. Asta.S and Zivile, S (2011). Human Resource Management Practices Linkage With Organizational Commitment And Job Satisfaction. *Economic and management review*. 16, 921-927.
4. Awang, Z., Ahmad, J. H., and Zin, N. M., (2010): "Modelling Job Satisfaction and Work Commitment among Lecturers: A Case of UiTM Kelantan", (RCSS'10), pp 241-255.
5. Bogdanova , A., (2008): "Work Environment Stressors The link between employees well -being and job performance" Ph.D thesis.
6. Cumming, M.W. (1993), The Theory and Practice of Personnel Management. London, Heinemann: William Heinemann Ltd.
7. Danvila del Valle, I., Castillo A., Miguel., Rodr´guez-Duarte, Antonio. (2009), The effects of training on performance in service companies, *International Journal of Manpower*, Vol.30, No.4, pp. 393-407.
8. Gurbuz, S., (2009): "The effect of high performance HR practices on employees job satisfaction", *Istanbul University Journal of the School of Business Administration Cilt/Vol: 38, Sayı/No: 2, 2009, 110-123 ISSN: 1303-1732*.
9. Hock, Y. K., (2011): "Impact of Human Resource Practices on Foreign Workers' Job Satisfaction: Evidence from a manufacturing firm in Malaysia", Research paper, College of Business Universiti Utara Malaysia.
10. Hussain, T., and Rehman, S. S., (2013): "Do Human Resource Management Practices Inspire Employees' Retention?" *Research Journal of Applied Sciences, Engineering and Technology* 6(19), pp 3625-3633.
11. Iqbal, H. K., Malik, M. A., and Ghafoor, M.M., (2013): "Impact of HR Practices on Job Satisfaction: An Empirical Evidence from corporate sector of Punjab- Pakistan", *Interdisciplinary Journal of*

Contemporary Research In Business, June 2013 Vol 5, No 2. pp 442-454.

12. Iqbal, M. Z., Arif, M. I., and Abbas, F., (2011): "HRM Practices in Public and Private Universities of Pakistan: A Comparative Study", *International Education Studies* Vol. 4, No. 4, pp 215-222.
13. Katou, A. A., (2008): "Measuring the impact of HRM on organizational performance", *Journal of industrial engineering and management*, v1n2, pp 119-142.
14. Khan, I., Ghauri, T. A., and Akram, K., (2012): "Relationship between Job Satisfaction and HR Practices, an Empirical Research of Different Sectors of University Teachers in Pakistan", *International Journal of Learning & Development*, Vol. 2, No. 3
15. Khan, M. A., (2010): "Effects of Human Resource Management Practices on Organizational Performance – An Empirical Study of Oil and Gas Industry in Pakistan", *European Journal of Economics, Finance and Administrative Sciences*.
16. Lamba, S., and Choudhary, N., (2013): "Impact of HRM Practices on Organizational Commitment of Employees", *International Journal of Advancements in Research & Technology*, Volume 2, Issue4, pp 407-423.
17. Luthans, F. (1998). *Organisational Behaviour* (8th ed.). Boston: Irwin McGraw-Hill.
18. Majumder, T. H., (2012): "Human Resource Management Practices and Employees' Satisfaction Towards Private Banking Sector in Bangladesh", *International Review of Management and Marketing* Vol. 2, No. 1, 2012, pp.52-58
19. Malik, M. E., Nawab, S., and Naeem, B., (2010): "Job Satisfaction and Organizational Commitment of University Teachers in Public Sector of Pakistan", *International Journal of Business and Management* Vol. 5, No. 6, pp 17-26.
20. Martin, M. J., (2011): "Influence of Human Resource Practices on Employee Intention to Quit", Dissertation submitted to the faculty of Virginia Polytechnic Institute and State University.
21. Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resources Management Review*, 1(1), 61-89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)



22. Olusegun, S.O., (2013): "Influence of Job Satisfaction on Turnover Intentions of Library Personnel in Selected Universities in South West Nigeria", *Library Philosophy and Practice* (e-journal). Paper 914.
23. Padala, S.R., (2011): "Employees' Job Satisfactions and Organisational Commitment in Nagarjuna Fertilizers and Chemicals Limited, India", *Journal of Research in International Business and Management* Vol. 1(1) pp. 17-27.
24. Ployhart, R.E., Weekley, J.A., Baughman, K. (2006), The structure and function of human capital emergence: A multilevel examination of the attraction-selection-attrition model. *Academy of Management Journal*, 49(4), 661-677.
25. Poole, M., & Jenkins, G. (1997). Responsibilities for Human Resource Management practices in the modern enterprise. *Personnel Review*, 26(5), 333-56. <https://doi.org/10.1108/00483489710176039>
26. Proceedings of the Regional Conference on Statistical Sciences 2010 (RCSS'10), pp 241-255.
27. Qureshi M, Tahir., Ramay I, Mohammad., Marwat A, Zubair. (2007), Impact of Human Resource Management (HRM) Practices on Employees Performance, Muhammad Ali Jinnah University, Islamabad.
28. Qureshi, M. T., and Ramay, I. M., (2006): "Impact of Human Resource Management Practices on Organizational Performance in Pakistan". Muhammad Ali Jinnah University Islamabad.
29. Salas, E., Dickinson, T., Converse, S., & Tannenbaum, S. (1992). Towards an understanding of team performance and training.
30. Sani, A.D. (2012), Strategic human resource management and organizational performance in the Nigerian insurance industry: The impact of organizational climate. *Business Intelligence Journal*, 5(1), 8-20.
31. Schuler, R., and Jackson, S., (1987): "Linking competitive strategies with human resource management practices", *Academy of Management Executive*, Vol.1 , No.3, pp. 207-19.
32. Shikha, N., (2010): "Human Resource Practices and their Impact on Employee Productivity: A Perceptual Analysis of Private, Public and Foreign Bank Employees in India", *DSM Business Review* Vol. 2, No. I.

33. Syed, N. and Yah, L.X (2012). Impact of High Performance Human Resource Management Practices on Employee Job Satisfaction: Empirical Analysis. *Interdisciplinary Journal of Contemporary Research in Business*. 4(2), 318-342.
34. Tambe, M. (1997). Towards flexible teamwork. *Journal of AI Research*.
35. Tzafirir, S.S. (2005), The relationship between trust, HRM practices and firm performance, *International Journal of Human Resource Management*, Vol.16, No.9, pp.1600-22.
36. Zulfqar, A. B., Sharif, B., Saeed, A., and Niazi, M.K., (2011): "Impact of human resource practices on employee perceived performance in banking sector of Pakistan", *African Journal of Business Management* Vol. 6(1), pp. 323-332.