

## INFLUENCE OF EFFECTIVE HUMAN RESOURCE MANAGEMENT AND JOB PERFORMANCE AMONG EMPLOYEES OF THE AUTOMOBILE SECTOR IN CHENNAI

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### ABSTRACT

The goal of this study is to examine the relationship between human resource management practices and job performance among employees of the automobile industry in Chennai city. The goal of the current study was to examine the nature and trajectory of the relationship between employee work performance in an industrial setting and HR practices (Job definition, compensation, performance appraisal). The results of this study show a relationship between HR practices and job performance among employees with employee participation as the mediating factor. 175 employees from three different automobile units in Chennai participated in the survey. The results indicated that management may be able to raise employee commitment levels by enhancing employee satisfaction with better pay, relevant training, and working conditions.

**Keywords:** HR practices, job performance, employee participation, employee commitment, compensation, automobile industry.

### Introduction

To accomplish the objectives, organizations must now contend with difficulties from an increasingly competitive environment. A company must be able to increase performance via cost-cutting, the development of new goods and procedures, improving quality and productivity, and accelerating time to market. Hence, firms must concentrate on the skills of their staff and how well they work together to achieve shared objectives. A company's human resources should be managed effectively in order to produce and boost knowledge, motivation, synergy, and commitment in order to provide the company with a competitive advantage. HRM practices essentially provide the circumstances for workers to become deeply invested in the company and put out a lot of effort to further its objectives. Several studies demonstrate a beneficial relationship between HR practices and workers' job performance. It is regarded to be the most durable source of competitive advantage for organizations to have competent and experienced human resources. Employee quality (selection and training), motivation (incentive compensation), and abilities may all have an impact on an organization's effectiveness. By recruiting, recognizing, and keeping people who possess the necessary knowledge, skills, and talents, HRM methods improve organizational effectiveness and performance. They also encourage employees to operate in a way that furthers the organization's goals and purpose. So, along with their execution, HRM strategies and their effectiveness rely on how they foster the proper attitudes and behaviours in their workforce.

### Background of the Study

Performance has been a major concern for firms in the new global economy in order to maintain their competitiveness and ensure their success. Performance is a crucial aspect that most scholars are interested in since it has a significant impact on every company. Moreover, employee performance affects organizational performance. The biggest influences on employee performance are ineffective HRM practices. The attitude and choices made by the personnel, in addition to the size and type of the company, are important elements in determining the success of the enterprise. Since that employee performance would ultimately increase if HRM practices are improved, many firms are aware that HRM practices must be utilized in performance assessment. Each organization's performance is based on the performance of its personnel. While there are numerous aspects that affect performance, HRM practices are unquestionably the most important. Successful firms are aware of this. Organizational success is closely correlated with employee performance. Several earlier types of research looked at how HRM strategies affected organizational performance across different industries. In light of this context, the current research investigated the association between HR practices and the job performance of employees in the automotive industry of Chennai.

### Significance of Human Resource

An organization's total success is its level of development. The most valuable resource in any firm is its human resources. The management of personnel by firms must be effective and efficient. In every company, human resources are essential. So that workers may operate to their maximum capacity, it needs the management's careful attention. Human resource refers to persons, staff, or workforce who operate within the confines of an organization and are accountable for doing the duties allocated to them with the intention of achieving the goals and financial success of the business. By teaching them alternative methods, human resources may provide their company with a long-term competitive edge. The success of an organization relies on the individuals who work there. The most valuable resource in every firm is its human capital. Employees must be viewed as significant assets in any business; developing their talents will help the firm better fulfil its objective.

Each organization's ability to succeed in a cutthroat environment relies on the quality of its human resources, as well as its programmes and processes. Without human resource management procedures, a firm would always struggle and be unable to compete in the modern world. Current and future company human resources are crucial factors to take into account while creating and implementing its strategic business strategy. Human resources are any staff members or workers who work for an organization either within or outside its walls and are in charge of carrying out the duties that have been delegated to them. The primary goal of a company's human resources staff is to assist the company in accomplishing its goals. The organization's human resources aid in creating a lasting competitive advantage. Sometimes, human capital is priceless. Despite the immense value of human capital, employers seldom give their staff members any thought. A company should see its workers as valuable assets since their contributions will aid the company in fulfilling its vision and goal. The firm can survive in a competitive climate thanks to the competencies and skills of its human resources.

### HR Practices in an Organization

- **Career Development:** Career development is the continuous accumulation of skills and information, including work mastery and professional growth, as well as career planning activities. Employee motivation and productivity are increased through career development. Career development is important for attracting and retaining top talent. Positive career development for their workforce is a means for organizations to help recruit and keep the finest people by understanding and reacting to the needs of individual workers, they will get the most out of them. Employee career development and progress are required under the Human Resource Management Philosophy.
- **Compensation:** Compensation is the entire amount of financial and non-financial benefits that employers pay workers in exchange for completed labour. In general terms, compensation might be described in contrast to pay or salary. It may include bonuses, commissions, perks, reimbursements, and expenditure allowances. The most fundamental factors that influence both employee performance and an organization's overall success are pay and benefits. A reward or incentive in the form of money might encourage people to join, retain, and eventually perform effectively.
- **Selective Hiring:** One of the crucial HR strategies is selective hiring, which involves choosing the appropriate candidates with the necessary skills and qualifications for suitable positions in order to match the business culture and environment. This is done in an effort to fill open jobs in the industry with the highest qualified candidate. The presence of educators with the necessary qualifications might be helped by a selective recruiting procedure, which would also improve the performance of academic staff and teachers. The correct personnel might be put in the right positions with the help of the appropriate staffing, allowing the newly recruited educator to function more successfully and efficiently.
- **Training and Development:** The core of an on-going endeavour to raise employee competence and organizational performance is characterized as training and development. Well-trained staff members may use their creativity to analyse and enhance the organization's service while sharing their most recent information and abilities. Improved morale, employee satisfaction, decreased turnover, greater retention, improved recruiting, and a stronger bottom line is all advantages of training and development. All of these advantages may boost an employee's dedication and drive, which will enhance their general competence and performance.  
Following are some of the factors that may have an impact on training and development:
- **Top management support:** For the implementation of staff training and development to be effective, top management must give the required resources.
- **Training in technology advances:** Modern technology is evolving quickly in response to the outside world. The majority of businesses use technology to carry out their daily operations, including computers, the Internet, and e-mail to connect with one another quickly. Thus, employees who have little or no computer experience should receive the proper training.

- **World complexity:** The complexity may force businesses to alter their organizational structures or business plans in order to remain competitive. To enhance their abilities, carry out tasks, and implement the new strategy, they might therefore need the training and development programme.
- **Employee Participation:** Employee participation also referred to as employee involvement in decision-making, persuades stakeholders at all organizational levels to take part in the analysis of issues, creation of plans, and implementation of solutions. Employee involvement increases job satisfaction and can help employees meet their needs, demonstrating the two factors' beneficial correlation.
- **Employment Security:** Employee security fosters loyalty among workers and fosters a culture of trust among the workforce of the firm. If their firms do not have a history of firing employees, employees feel comfortable. In contrast, if a firm repeatedly lowers its staff, workers could experience more social discontent or anxiety. Employment security is the assurance of employment in a position or line of work, which is compatible with a worker's training and abilities.
- **Job Performance:** Job Performance is the fundamental notion of today's workplace, making it a significant study challenge. As a result, understanding the specifics of the concept is crucial. It demonstrates how well or poorly the staff are doing their jobs and what particular training programmes have to be created for them. Moreover, the majority of job placement decisions are based on performance. Performance is the main way that workers contribute to the business, thus it can be argued that it won't lose its appeal in the future. Work performance is sometimes described as how well a person performs their duties in light of the guidelines established by their employers. For an organization to fulfil its objectives, produce the goods and services in which it excels, and ultimately gain a competitive edge, it needs high-performing personnel. For the individual, performance is crucial. Task completion and high-performance levels may be a source of fulfilment, as well as emotions of mastery and pride. Poor performance and failing to meet the objectives may be seen as unsatisfactory or even as a personal failure. Performance has been described by several writers as "observable things individuals do (i.e., behaviours) that are significant for the organization's objectives." Performance is an important notion since work behaviour and, ultimately, performance, make up the majority of an employee's value to the business. Work performance is sometimes described as how well a person performs their duties in light of the guidelines established by their employers. Performance does not relate to the attributes or personal qualities of the performer; rather, it is a collection of results achieved through time.

### **Relationship between HR Practices and Organizational Performance**

HRM is a system of human resource practices for a specific job or group of occupations that are focused on achieving the highest level of employee performance. It is required to satisfy the goals and objectives of the company. This definition of HRM places a strong emphasis on the system of HR practices since a wide range of activities affect how well workers perform. Also, it is crucial to keep in mind that HRM methods are best developed and used to fit the corporate setting. Although in some firms there are various standards for senior and non-executive personnel, in others all employees are treated similarly. Even the criteria used by operational departments and service departments are different in certain businesses. The development of crucial organizational competencies, boosting employee happiness, and promoting consumer and stakeholder satisfaction are the three main roles that HRM practices may play. Effective HRM practices do impact how well a business operates. They improve a company's internal capacity to address present difficulties or challenges the organization may encounter in the future. Positive HRM techniques can support an organization's workforce's health. The dedication and motivation developed by sound HRM practices may inspire hard effort and have a significant impact on the organization's success. Companies with sound HRM practices may build a long-lasting capacity for managing internal performance and addressing external problems.

### **Review of Literature**

Terng (2021), investigated the link between HRM practice and employee performance, as well as the level of employee performance, and HRM practices. In Johor, Malaysia, a study of 245 banking service industry workers was undertaken. This research used a quantitative methodology, and online distribution and questionnaires were utilized to gather the data. Four analyses—descriptive analysis, reliability analysis, normalcy test, and correlation analysis—were performed on the data. The findings demonstrated that there was a strong correlation between HRM practices and employee performance and that both employee performance and HRM practices were at a high level. By creating efficient methods for these activities, the study's results will assist managers in selecting the ideal mix of HRM practices, including work-life policies, salary and benefits, performance reviews, and training and development.

Jashari (2020), explored how human resource management strategies affected organizational effectiveness. In this research, survey responses came from 100 managers of manufacturing companies in Kosovo, representing both the public and private sectors. 39 questions on a survey questionnaire addressing specific HRM practices and organizational performance were included. Our empirical findings demonstrate that managers of manufacturing companies in Kosovo understand the value of workers to their organizations and implement strategies to manage them well. The results of the correlation study show that HRM procedures have a favourable and substantial impact on organizational performance. Compared to other activities, recruitment and selection processes had the highest positive correlation ( $\rho = 0.905$ ) with organizational success. According to our results, the firm will hire a group of conceivably suitable applicants with excellent recruitment and selection. Employees should also be regularly trained, developed, and involved by businesses since they are seen to be the most significant source of competitive advantage.

Gupta (2019), explored how human resource management strategies affected organizational effectiveness. 90 workers from public and private colleges, including faculty members and support personnel, participated in the poll. 49 questions in the survey questionnaire covered various HRM practices and university performance. The results indicated that management may be able to raise organizational commitment levels by enhancing employee satisfaction with pay, rules, and working circumstances. Employee involvement is important for businesses since they are seen as a crucial source of competitive advantage.

### Research Gap

Most organizations generally follow HR practices that have been found in prior studies, but there is still room to examine significant HR practices that have the potential to affect employees as well as the company's performance and productivity. A majority of the research analysed failed to pinpoint and prove the influence or connections between HRM practices and the job performance of the employee. The researcher is looking to explore similar studies and check for a relationship between HR practices and job performance in current times among the automobile companies established in Chennai city because the literature surveyed represents an earlier time period and different organizational, cultural, and national structures.

### Statement of the Problem

Given that the automobile sector is one of the fastest growing and one of the main sources of employment opportunities, the significance of the industry and its contribution to the Indian economy is evident. A major challenge for the industry is to provide HR facilities because it employs a talented and skilled workforce. After that, the more difficult task is to retain the talent because the industry is so dynamic. This study assists in identifying the services offered by the employer that gives employees a sense of value, which in turn improves performance. Modern organizations rely on technology, but it is also important to take into account how well-prepared personnel is for the transition. It ought to be viewed as a conversation with the employee and as having a real effect on their output. In light of this, the subject "Relationship between HR practices and job performance with special reference to employees of the automobile sector in Chennai" is selected.

### Objectives of the Study

1. To examine the major HR practices prevailing in automobile companies of Chennai
2. To identify the relation and/or impact of HR practices on job performance among employees of selected automobile companies in Chennai
3. To offer recommendations to increase the job performance of employees in selected automobile companies in Chennai

### Significance of the Study

Numerous studies have been conducted in the past on the relationship between HR practices and employee performance, but there are still few that build or demonstrate the connections between the effects of HR practices on employee performance and organizational productivity. The current study is conducted in the same vein, but for the automobile industry in Chennai. It aims to identify the key practices that are prevalent in the aforementioned industry, as well as which ones are most generally followed, and which are given less weight. The quantity of products produced, or the number of hours worked per job makes it simple to quantify job performance. When it has a qualitative impact on interpersonal performance, it might be challenging to quantify. This study's unique perspective on employers' interactions with the organization's human resources department, which has an impact on their task, contextual, and adaptive performance, makes it important.

### Research Methodology

Frequency studies, mean values, and other statistical information are examples of the types of phenomena that may be described using descriptive research design. In order to investigate the relationship between HR

practices and job performance, this study used a quantitative research approach. An instrument used to gather information on HR procedures and employee job performance is a survey questionnaire. Employees who work in the manufacturing sector, more especially the automobile industry, are the unit of analysis. The three automobile manufacturing units (Ashok Leyland Limited, Brakes India Private Limited and Isuzu Motors India Private Limited.) in Chennai are the subject of this research. This research, however, is exclusively for workers who work at selected automobile units in Chennai owing to time and financial constraints.

The target demographic, the workers of certain automobile companies operating in Chennai metropolis, would get the questionnaire. The choice of this site was made because Chennai has historically been important to India's automobile sector. The establishment of Royal Enfield, Ashok Leyland, and Ashok Motors followed the arrival of component centers in Chennai. These expenditures had a significant positive spill over effect on the state's whole automotive sector. When convenience sampling is utilized in this research, a non-probability sample is applied. In order to determine if the target group is suitable or capable of conducting a survey, convenience sampling is the process of gathering data from the target population. 135 employees will be chosen as responders and will adequately reflect the population based on the sample size calculation. There are two parts to the questionnaire. The respondents' background data, including gender, age, and other details, are required for Section A. Questions on HRM procedures and work performance are included in Section B. Employee performance and HRM procedures were evaluated on a 5-point Likert scale. The anchor points for the scale were 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree. The research employed primary and secondary data, which might lessen the likelihood of receiving inaccurate information. The current research makes use of multiple regressions. The main instrument for doing the data analysis was a programme called Statistical Package for Social Science (SPSS).

**Date Analysis**

**Multiple Regressions**

When there are several independent variables and one dependent variable, multiple regressions are conducted.

$H_{01}$  – Employee commitment has no significant relationship with the dependent variables Performance appraisal, Job definition, Compensation, and Employee Participation.

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	0.467	0.218	0.213	3.755

Table.1 Predictors: (Constant), job definition

**Model Summary – Compensation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.516	0.266	0.260	3.640

Table.2 Predictors: (Constant), compensation

**Model Summary – Performance Appraisal**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.555	0.308	0.303	3.533

Table.3 Predictors: (Constant), performance appraisal

**Model Summary – Employee participation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.810	0.656	0.654	2.490

Table.4 Model Summaries – Employee Commitment Vs Performance appraisal, Job definition, Compensation, and Employee Participation Model Summary – Job Definition

Predictors: (Constant), employee participation

The modified R Square takes into account the number of components in the model to ensure that R Square is not biased. This is often used to evaluate fit. The outcome of the comparison of the modified R Square to R Square shows that the solution and data are well matched. The discrepancy between the two values points to an over-fitted regression equation that results in limited generalization. The similarity of the statistics makes it simple to draw the inference that there has been a little decline. As a consequence, the regression line and the model match each other well.

By employing the standard error, which also provides details on the dependent variable's value dispersion around its mean, it is possible to quantify the variability of the many relationships. The data is assumed to match

the regression model and the consequent predictions more closely if the number is small. The following are the study variables' standard errors:

Job definition scores – 3.755, Compensation scores - 3.640, Performance appraisal Scores – 3.533, and Employee participation scores - 2.490

The aforementioned research factor scores showed that there is a strong likelihood that the predicted score would fluctuate within plus or minus the standard estimate values, and the study determined that these errors are within acceptable ranges.

With the use of an ANOVA, it is possible to assess whether the regression model effectively accounts for a significant percentage of the variance in employee engagement and performance. The Df, F value, and probability value are the three pieces of data required for an ANOVA and are shown in Table 2 below.

**ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	524.222	1	524.222	37.170	.000 <sup>b</sup>
	Residual	1875.748	133	14.103		
	Total	2399.970	134			

Table.5 ANOVA Analysis

- a. Dependent Variable: employee commitment Score
- b. Predictors: (Constant), job definition Score

**ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	638.195	1	638.195	48.179	.000 <sup>b</sup>
	Residual	1761.775	133	13.246		
	Total	2399.970	134			

Table.6 ANOVA Analysis

- a. Dependent Variable: employee commitment Score
- b. Predictors: (Constant), compensation Score

**ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	740.134	1	740.134	59.306	.000 <sup>b</sup>
	Residual	1659.836	133	12.480		
	Total	2399.970	134			

Table.7 ANOVA Analysis

- a. Dependent Variable : employee commitment Score
- b. Predictors: (Constant), performance appraisal Score

**ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1575.133	1	1575.133	253.980	.000 <sup>b</sup>
	Residual	824.838	133	6.202		
	Total	2399.970	134			

Table.8 ANOVA Analysis

- a. Dependent Variable: employee commitment Score
- b. Predictors: (Constant), employee participation Score

The ANOVA results are as follows.

Job Definition:  $F(1, 133) = 37.170, p = 0.000$

Compensation:  $F(1, 133) = 48.179, p = 0.000$

Performance Appraisal:  $F(1,133) = 59.306 = 0.000$

Employee Participation:  $F(1,133) = 253.980 = 0.000$

The F-ratios listed above are all significant at  $p < 0.01$ , which implies a probability of F-ratios of less than 1%. With a valid null hypothesis, this mostly occurs. The model is significant at 99% when the significance is less than 0.01 and significant at 95% when the significance is less than 0.05. The model of employee commitment being strongly connected with job definition, compensation, performance appraisal, and employee participation, is inferred by the significance calculation above, and it may be argued that the regressions thus produced are statistically significant.

**Coefficients <sup>a</sup> – Job Definition**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.207	2.450		2.941	.004
	Job Definition	.583	.096	.467	6.097	.000

Table.9 Coefficients Table

a. Dependent Variable: employee commitment

**Coefficients <sup>a</sup> – Compensation**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.081	1.606		6.899	.000
	Compensation	.624	.090	.516	6.941	.000

Table.10 Coefficients Table

a. Dependent Variable: employee commitment

**Coefficients <sup>a</sup> – Performance Appraisal**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.118	1.195		10.980	.000
	Performance Appraisal	.665	.086	.555	7.701	.000

Table.11 Coefficients Table

a. Dependent Variable: employee commitment

**Coefficients <sup>a</sup> – Employee Participation**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.871	1.282		1.460	.147
	Employee Participation	.779	.049	.810	15.937	.000

Table.12 Coefficients Table

a. Dependent Variable: employee commitment

The Coefficients output table above gives the regression equations. The Standardized Beta Coefficient column indicates each individual variable's contribution to the model. From the coefficient's tables, it can be seen that employee commitment contributes 0.467 to job definition, 0.516 to compensation, 0.555 to performance appraisal, and 0.810 to employee participation, which is the calculated Pearson's R values.

- In the case of job definition, the t value for Constant is 7.207,  $p < 0.05$ , and the t value is 2.941,  $p < 0.05$ .
- In the case of compensation, the t value for Constant is 11.081,  $p < 0.05$ , and the t value is 6.899,  $p < 0.05$ .

- In the case of performance appraisal, the t value for Constant is 13.118,  $p < 0.05$ , and the t value is 10.980,  $p < 0.05$ .
- In the case of employee participation, the t value for Constant is 1.871,  $p < 0.05$ , and the t value is 1.460,  $p < 0.05$ .

Therefore the regression equation is  $1.309+7.207X_1+11.081X_2+13.118X_3+1.871X_4$

### Key Findings

The regression analysis is carried out for a number of independent variables and a single dependent variable. The results of the analysis indicate that Employee commitment has a significant relationship with the dependent variables Performance appraisal, Job definition, Compensation, and Employee Participation.

### Suggestions

Organizations do not wish to undervalue the significance of human resources in the global competitive environment where an unanticipated surge in innovations is taking place in order to accomplish the aims and objectives of the firm. As a result, putting into practice an efficient set of human resource management methods increases commitment and happiness among employees and improves organizational performance. In order to enhance employee and organizational outcomes, firms should concentrate more on adopting effective HRM strategies. Such HRM practices might be used as a tactic to satiate and keep the firms' qualified staff. The results also imply that workers are content when they see that their efforts are rewarded financially, which helps to keep them around by lowering the rate at which they quit. As businesses seek out technologically cutting-edge infrastructure, there is an increasing need for personnel to manage these projects.

Hence, giving current staff the right training to cope with innovations occurring in today's competitive environment can aid firms in meeting consumer needs and therefore boosting organizational performance. Better HR practices improve the ability and skill of its workforce, inspire motivation, and increase willingness to work to produce results expressed in a high level of production, generation of profit, reduced employee turnover, etc. These improvements are made in conjunction with effective recruitment and selection procedures, a logical compensation structure, efficient training methods, an unbiased and progressive performance appraisal system, and a proactive promotion policy. So, in order for firms to succeed in this highly competitive global market, their HR departments need to be managed proactively.

### Limitations

Despite the fact that there are over 35 to 40 HRM practices, the current study carefully selects only a few key HR practices as independent variables. The survey was only conducted within selected automobile units in Chennai. Only employees who have experience with HR practices were the subject of the study. Due to the respondents' shift schedules and weekend commitments, the respondents' rate time was longer than anticipated. The interest of the respondents in responding to the questions, even online, and in sharing their email and social networking accounts, where the questionnaires were sent, was quite low. The findings of the study cannot be generalized for the HR practices followed in Chennai units of the automobile sector. By including additional factors and techniques, the study can be conducted in other organizations with various criteria to produce a range of results.

### Conclusion

The research's goals, which were to assess employee performance and HRM practices, and look into the connection between them, were all met by the result of the study. Employers and human resources departments have access to adequate data at this time to develop the best strategies for enhancing employee performance. When managers encourage their staff in implementing excellent HRM practices, organizational performance may be improved more quickly. Moreover, the study's results showed that management support functions as a mediator in the link between HRM practices and job performance, meaning that individuals who get more managerial support make greater contributions to organizational success. Managers should show concern for their staff members so that they would feel obliged and return the favour by assisting the managers in accomplishing the organization's goals and objectives.

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