

An Analytical Research On Strategic Human Resource Management Of Organizational Goals

Dr. Dev Dutta Indoria

Assistant Professor, Vikram Dev Autonomous Govt. College Jeypore, India

Abstract - Key mankind's asset administration (SHRM) enhances profit and the viability from claiming associations. Past exploration reveals to that when associations utilize such staff polishes likewise inner profession ladders, formal preparation system, results-oriented execution appraisal, work security, representative vice/participation, comprehensively characterized jobs, also performance- built compensation, they would all the more unable will attain their objectives also targets. Utilizing logistic relapse analyses of information starting with a study from claiming chose general population segment organizations which need aid leader quartered on new Delhi, this study inspects those degree will which vital human asset administration will be recognized will influence Conclusion appraisals (or execution measurements) on accomplishing authoritative objectives & destinations. While strategic human resource management practices are perceived to be present. They clearly are not a predominant feature in Public sector units. The results of the logistic regression analyses indicate an overall weak relationship between strategic human resource management and outcome assessments (accounting for fewer than 3 percent of the explained variance in each model).

Keywords: Strategic Human Resource Management.

1. INTRODUCTION

Strategic management can be used to determine mission, vision, values, goals, objectives, roles and responsibilities, timelines, etc. The performance of organizations is the focus of intensive research efforts. How well an organization performs its mission and accomplishes its goals of program service delivery is of paramount concern. Administrative capacity is a major component in this performance. Administrative capacity, a resource based view of organizations, focuses on those factors that are actually the integral component of any organization. Improving administrative capacity and, especially, those aspects dealing with human capital offer the most promising results in improving organizational effectiveness in achieving its goals & objectives. Strategic human resources management practices enhance employee productivity and the ability of agencies to achieve their mission. Integrating the use of personnel practices into the strategic planning process enables an organization to better achieve its goal and objectives. Productivity gains must focus on how people use these technologies.

Modern, information based association would perfect gas settings for the provision about vital human assets management polishes. Inasmuch likewise their aggressive preference will be attributable on their kin strategies which concentrate on people if demonstrate on be straightforwardly connected with measures from claiming authoritative achievement. Common benefits frameworks need aid planned on coordinate those numerous qualities sought after by general society part organizations for India. Same time these standards might restrain the reception about progressive staff practices, they are not those necessarily, unbending obstructions with progress. General society part need been that venue from claiming number investigations also innovations clinched alongside later a considerable length of time. As stated by Theodore Lowy's (1972) arrangement typology, social administrations speak to an exertion in redistribution. Same time those orgs have a professional, social science learning base. Their redistributive objective remains controversial. In addition, the beneficiaries of this redistributive transfer from the haves to the have-nots are a politically marginalized segment of society (Mosher. 1968; Meier, 1987).

Combining human resource practices, all with a focus on the achievement of organizational goals and objectives, can have a substantial affect on the ultimate success of

the organizational goals and objectives, can have a substantial affect on the ultimate success of the organization. Resource based theory indicates that competitive advantage and the implementation of plans is highly dependent upon an organization's basic inputs, including its human capital (Wernerfelt, 1984; Barney, 1986, 1991, 2001; Petered, 1996; Hitt, Bierman, Shimizu, and Kochhar, 2001).

2. STATIC PLANNING AND PERSONNEL PRACTICES

For motivation and incentives to work them first must be tied to a goal. An organization must employ needs assessment and human resource development strategies in pursuance of its vision. Needs assessment (of where an organization wants to go) and human resources development (of those who are to get it there) focus on the specific organizational and individual needs whose satisfaction will lead to enhanced productivity. The vision and path for fulfilling it derived from strategic planning is put into practical perspective through the use of macro-tools such as Total Quality Management (at the group-level) and Management by Objectives (at the individual level). Strategic planning is rational analysis (Nutt and Backoff, 1992; Klingner, 1993; Perry, 2003; Berry, 1994; Mintberg, 1994; Ledvinka, 1995; Bryson, 1996). It takes "what is" and develops ideas of "what should be" along with plans for "how to get there." With a realistic organizational strategy focused on what the future of organization should look like. Strategic planning provides the "road map" for fulfilling that future. Strategic planning should also incorporate the human resources necessary for accomplishing its goals (Mesch, Perry, and Wise, 1995; Perry and Mesch, 1997). In addition to leadership support, those engaged in strategic planning need be aware of other potential problems. As pertinent with all management techniques, individuals will need extensive training and refresher training (to answer unforeseen questions that arise in response to implementation). Conflict, confusion, and chaos will prevail initially and for some time thereafter. Only as individuals learn how to do it and see its value will the benefits of strategic planning be realized (Merjanian, 1997).

In the modern, knowledge-based organization strategic planning is quite clearly strategic human resources planning. In an empirical study noting the impact of strategic human resource management on organizational performance, John E. Delery and D. Harold Doty (1996) identify seven general employment practices:

1. Internal career ladders
2. Formal training systems
3. Results-oriented performance appraisal
4. Employment security
5. Employee voice/Participation
6. Broadly defined jobs
7. Performance-based compensation

These personnel practices form the basis upon which the concept of strategic human resource management is constructed for this study. While other and similar personnel practices are left out, this enables the findings here to be compared with those of Delery and Doty (1996). While these specific personnel practices are discussed below, previous research has also established linkages between SHRM and various measures of organizational effectiveness (Arthur, 1972, 1994; Delaney and Huselid 1996; Gerhart and Milkovich, 1990; Huselid, 1993, 1995; Schuler and Jackson, 1988; Terpstra and Rozell, 1993). Whereas much of the previous research has concentrated on private sector organizations, this study focuses on the personnel practices employed in public sector organization. The general hypothesis underlying this study is that each practice does indeed matter and individually (and collectively) contributes to organizational success.

3. STRATEGIC HUMAN RESOURCES PRACTICES

3.1 Internal Career Ladder

A profession framework will be essential should concentrate distinctive consideration on the vital issues confronting an association in those long haul. Destinations prize frameworks

attached of the short-term prompt useless conduct objective relocation. Our equitable framework for its 5-year constituent cycles need generally endured starting with this astigmatism. A long haul point of view induces authoritative dedication and unwaveringness. It empowers people and associations to put resources into preparing and gainfulness upgrades. Comprehending that they will procure the profits starting with that improved learning strategy.

Public sector organization generally perceives the existence of career ladder. However, this ladder is seen as rather narrow within their organizations. Hence, devoid of career or promotional opportunities may lead employee to approach another organization for better career prospects.

3.2 Formal Training Systems

It can no longer be taken for granted that employees will arrive at work with all the requisite skills, too much of what goes on in today's organization requires specific adaptation. The most knowledgeable and skilled worker still requires training so as to fit into the organization and become valuable contributor to the team (Quinn, Anderson, and Finkelstein, 1996). The chief function of the executive is to develop & hone the skills of the employee in their unit. Managers who have often been promoted from a technical position must remember that they are now the coaches; others have the responsibility of carrying out the plays on the field. The manager/coach can have the greatest effect only by assuring that the employee/player is truly prepared for action. While the importance of training and development is now recognized, it remains a neglected area. Beginning Employees like the buildings and equipment of government are allowed to depreciate through an under investment in maintenance (Elmore, 1991; Hall, Miller, and Shasky, 1997).

Public sector employees generally perceive that training is necessary in the initial phase of their career. However, Training is focused on current job skills and not on employee development for future advancement.

3.3 Results-Oriented Performance Appraisal

Performance appraisal is used as an aid in making judgment decisions pertaining to promotion, demotion, retention, transfer, and pay of the employee. It is also employed as development guide for training needs assessment and employee feedback. Performance appraisal also aids with a number of more general organizational functions as a means for validating selection and hiring procedures, promoting employee-employer understanding, and supporting an organization's culture.

The parameter which supersedes and provides an upper edge to the public sector organization over the private sector is that the measurable goals and objectives. Employees perceived that these have been transferred from the organization to individual performance appraisals.

3.4 Employment Security

Employee rights and the mechanism for enforcing them (i.e., the grievance process) serve as safeguard for assuring that employees are accorded the basic dignity that every human being is entitled to. Like similar safety devices, employee will use as a safeguard to protect its interest. While most organizations would prefer to do without such legal and formal hiccups, reality requires them. If there were no past abuses there would be no need for laws prohibiting such practices. Job security remains a hallmark of public sector companies in the country. This is actually an advantage in that it allows the employees to devote their attention in doing their job rather than worrying about their job.

3.5 Employed Voice/Participation

In Exit, Voice, and Loyalty Albert O. Hirschman (1970) proposes a typology of responses to dissatisfaction. A theory of individual self-interest, which not only operates in terms of the economic market but with respect to socio-political values, is primarily an attempt to explain an organization's survival. Although Hirschman's theory focuses on decisions regarding the

acceptance/rejection of an organization's products or services, it can also be interpreted with regard to similar decisions by an organization's own personnel vis-a-vis the organization itself. Efforts to change a perceived negative situation give rise to verbal acumen in employees. Voice is that dimension that can encompass a gamut of behaviors ranging from grumbling through participative management to full scale democracy. It represents a viable, non-market means for assuring organizational survival.

While voice focuses internally on the advocacy of reform loyalty represents the employee's willingness to "standup" for the organization. In this instance advocacy is in response to outside criticism and is an expression of confidence in the organization.

In a series of articles Farrell and Rusbult (Rusbult 1980; Farrell and Rusbult 1981; Rusbult 1983; Rusbult and Farrell 1983; Rusbult, Farrell, Rogers, and Mainous 1988) explicitly extend Hirshman's concept to personnel matters. As a result of a multidimensional scaling of job dissatisfaction, Farrell (1983) was able to demonstrate support for a modified version of Hirschman's typology. To the categories of exit, voice, and loyalty Farrell added one for neglect. Neglect indicates a condition in which employees give-up but stay to draw a paycheck. Neglect may involve absenteeism and obstructionism or merely a passive "I don't care" attitude.

3.6 Broadly Defined Jobs

The "triumph of technique over purpose" is also evident here. The rigidity invested in the formulation of pay scales based on the degree of expertise & commitment that is needed for a particular job upon which they are based) and the flexibility to adjust and adapt the organization by an employees. Individuals cannot readily be reassigned duties. This is especially a problem if those duties are from jobs officially designated as having lower grades. Even if pay remains constant, a lower grade assignment might be seen psychologically as a career setback. Reward for exceptional performance is thwarted by the formal attachment of pay scales or maximum salaries to specific job grades. Broad banding has been introduced as a means to cut through the Gordian knot of classification. The employee is seen to benefit from both more challenging and meaningful work assignments and the possibility of pay increases (Rasher and Schay, 1994) while broad banding may not be the case here, position descriptions are clearly state-of-the art. It is evident that top management welfare reform's transformation for the employees time to time may have witnessed a "triumph of purpose through technique."

3.7 Performance-Based Compensation

Strategic pay requires that all decisions relative to compensation and benefits are designed to attract, retain, or motivate best of employees. Although the pay scales are fixed by the central government (Owner of these public sector units) the structure and pay grades are designed to fully serve its mission or purpose. In reality, most public sector organizations do not have an incentive pay in addition to a compensation package which the private sector employees are getting a handsome amount of that component in addition to their pay package. All employees who perform satisfactorily are annually appraised leading to promotion to next grade of basic pay along with additional benefits. Evenso, their counterpart in private sector organization will receive more financial security as compared to public sector organization which is the reason that public sector companies will notable to retain experienced employees in their kitty.

4. RESEARCH METHODOLOGY

This paper analyzes data from a survey of some judiciously selected public sector companies which are Head Quartered in Capital of India Viz, New Delhi and was conducted in Jan 2012. It was conducted in the human resource department to assess the effectiveness of the strategic humane source management. The employees of selected public sector company in HR department were asked to complete the survey. In addition, staff from other departments too, was asked to complete the survey. A total of 500 staff was asked to respond the survey instrument. The response rate included a total of 50 persons (10 percent) responded from 500

of the staff from the following public sector companies Viz, Bharat Sanchar Nigam Limited (BSNL), Indian Renewable Energy Development Agency (IREDA), Oriental Bank Of Commerce (OBC), Punjab National Bank (PNB), National Thermal Power Corporation (NTPC) .

They overview adjusted those twenty-on things (grouped under seven indices about faculty hones Viz interior vocation ladders, formal preparing systems, results-oriented execution appraisal, work security, representative voice/participation, comprehensively characterized employments including execution based compensation) that tended to the key human asset administration hones in this study. Bringing those Normal reaction to every respondent over every of the classifications. List scores were made rated around five-point Likert scales, extending from 0 should 4(with a 4 constantly the mossycup oak ideal condition). List averages were found by figuring out the imply reaction to everyone review respondents over each of the seven indices from claiming work force hones. Absent reactions were wiped out averages were registered width remaining inquiries. These list scores would utilize similarly as those measure for those particular key human asset hones.

Information on a series of demographic variables (gender, age, educational qualification, and executive status) was also requested from respondents. Women represent 80 percent of the respondents. Most of the respondents are in the age group of 25-35 years. In terms of education 50percent held graduate degrees with another 25 percent having obtained post graduate degrees. Those in executive positions composed 75 percent of the responses. These "usual suspects" represent human capital factors (or proxies) that have typically been found to exert a mediating or moderating affect upon relationship.

For purpose of analysis, the data in these four report cards were transformed into dichotomies; Grades of A (i.e., exceeding established goals by 110 percent) were contrasted with the combined B, C, and Corrective Action grades in logistic regressions. The percentage of a grades for these four report cards indicates(1) 71 percent prefer public sector because of job satisfaction they got.(2) 46 percent prefer because of job security in public sector units.(3)16 percent prefer because of attractive superannuation benefits viz pension, etc. (4) 41 percent prefer because of leave benefitsviz maternity leave etc.

Hierarchical, logistic regression analysis is used. The four outcome assessments represented by the Report Cards each serve as dependent variables. The demographic variables are enter first(and allotted all shared variance). The strategic human resource management practices are then entered. In items of hypotheses, each of the seven strategic human resource management measures should be positively associated with the parameters of the welfare reform goals addressed by the report card grades. Although the expectation is that human resource practices will matter, they should not matter "a lot." The administrative capacity used to supervise people in the performance of tasks is, after all, only a secondary or subsidiary factor.

5. DATA ANALYSIS & FINDINGS

The responses to individual items were items were used to construct summary indices. These are presented here in Table 1.

Table 1: Descriptive Statistics (Scale from 0 to 4)

Practices	N	Mean	Standard Deviation
Career	36	2.20	.75
Training	45	2.20	.89
Results Oriented	33	2.43	.94
Employment Security	31	2.53	.78
Redressal Voice Participation/Grievance.	32	3.00	.71
Job Descriptions	43	2.41	.81
Pay for Performance	47	1.56	1.24

Using the metaphor of an academic grade point average (GPA), the indices exhibit "grades" from a high of B for participation to a low of D in pay for performance. The other indices earn C+(results oriented appraisal, Job security, and job descriptions) and C (career ladders and training) grades. The cumulative GPA for these seven indices registers as 2.33 or a C+. While a respectable performance, it is less than is really desired given the purported importance of personnel practices for assisting in enhancing productivity and success. Because there are parameters that more vulnerable in attracting & retain talent and creates benchmark of high performance in prospective employee selection. The perceived introduction of strategic human resource management practices while not extensive does exist in some of the Public sector organization.

Different demographic control variables are utilized within those study likewise proxy measures should test for a from the earlier impacts. They would present to start with in a progressive relapse. In this procedure those basic difference imparted the middle of these variables and the key mankind's asset administration variables is quite doled out of the previous. States both in the outer earth interior of the association's operation are inspected. Individual's gender, age, also instructive qualification are at elements that would both outer of the association. Same time inside factors, official status residency similarly as an official would additionally authoritative states that, to the majority part, precede that introduction of welfare change.

While dramatic relationships are not to be expected (much else other than administrative capacity is involved here), the whole concept of strategic human resources management does indeed posit a positive relationships between administrative capacity and the achievement of an organization's goals and objectives. Logistic regressions were conducted with the four parameters of report card measures of public sector organization attractiveness viz 1) Job Satisfaction 2) Flexibility to work 3) Superannuation benefits Viz Pension etc 4) Leave Benefits. A hierarchical process was used in determining the variation explained by the various factors. Demographic variables were entered first, and then strategic human resource practices. This allows for the common or shared variance among these two sets of measures to be allocated entirely too a priori demographic variables.

TABLE-2 Impact of Demographic and Administrative Capacity: Logistic Regressions: Coefficients (exp (B))

	Job Satisfaction	Flexibility to work	Superannuation benefits	Leave Benefits
Constant	-1.459(.223)	-1.962 (.141)	-1.149(.317)	-.600(.549)
Population	.001(1.001)*	-.003(.997)**	-.019(.981)***	.002(1.002)**
Age	-.011(1.999)	.013 (1.013)	-.005(.995)	-.006(.994)
Sex	.550(1.734)*	-.304 (1.356)	.110(1.116)	-.603(.547)*
Education	.007(1.007)	.101 (1.106)	.130(1.139)	.067(1.070)
Executive status	-.891(.410)**	.465 (1.592)	.711(2.035)s	.850(2.339)***
Tenure	.025(1.025)	.016 (1.0616)	.014(1.014)	-.022(.979)
Change R2	.058	.096	.0280	.102
Careers	-.229(.795)	-.186 (.830)	.255(1.290)	-.164(1.178)
Training	.193(1.213)	-.115 (.891)	-.178(.837)	-.226(.798)s
Results Appraisal	-.044(.957)	.334 (1.396)**	.247(1.281)	-.030(.971)
Job Security	-.117(.890)	.990 (1.104)	.328(1.388)s	-.302(1.352)**
Voice Participation/Grievance Redressal	-.192 (1.201)	.187 (1.206)	-.243(.785)	-.176(.839)
Job Descriptions	.271(1.311)*	.114 (1.121)	-.187(.829)	.020(1.020)
Pay for Performance	-.065(.937)	-.050 (.951)	-.071(.931)	-.007(.993)
Change R2	.032	.033	.025	.014
Total R2	.090	.129	.305	.116

S p < .1 * P < .05; ** P < .01; *** P < .001; N= 50

Each of the regression models account for only a small proportion of the variance, R2=.09 for Job Satisfaction R2= 0.13 Flexibility to work, R2=0.31 for Superannuation

benefits, and $R^2=0.12$ for Leave Benefits. Roughly two-thirds to nine-tenths of the explained variance is due to the demographic control variables enter into the equations. Using the more narrowly focused outcome assessments of Return on Average Assets(R) A)and Return on Equity (ROE) (measures with data drawn from the banking industry). Delery and Doty found strategic human resource management contributions of $R^2=.013$ (adj $R^2=.11$) for ROA and $R^2=.09$ (Adj $R^2=.07$) for ROE. In Delery and Doty(1996) relationships.(standardized regression coefficients) with the outcome assessments were found between results-oriented appraisal(0.14ROA;0.14 ROE), profit sharing(0.31 ROA; 0.28ROE), and employment security(.16 ROA).

However, these findings are somewhat in -line with Hit, Bier man, Shimizu, and Kochhar (2001)'shuman capital findings in law firms($R=.036$). The complex and somewhat less compatible goals entailed in public sector organizations may limit the effectiveness or enhance the difficulty of strategic human resource management applications. Only three of the twenty-eight strategic human resource management outcome relationships proved to be statistically significant (in contrast with Delery and Doty's (1996) finding of three per outcome measure). In all three cases, however, the odds of success are markedly improved. The revised job descriptions that redefined the tasks of Public Sector Organization seem to aid in attracting helping people to find jobs in the reorganizations. A more liberal interpretation of statistical significance would add three other incidents.

Executive status and employment security would contribute to the ability to keep individuals in public sector undertaking in India. The training is seems to be necessity in the public sector organization in grooming the employee skills. Inappropriate training/ no training can deter the Employee from the doing their jobs is not going to make a positive contribution. Similar explanations may also underlie the failure of other practices (e.g.see Riccucci and Lurie, 2001 with regard to performance appraisal systems.)

6. CONCLUSION

Since Independence, Public sector companies have been engaged in the transformation of economy of India by becoming the prominent giants in the core sectors of the economy. This process has also focused on the administrative capacity of this organization along with their missions& vision. As such, strategic human resources management should play an important role in the success of organization in achieving the organization goals & objectives. While administrative techniques should not be expected to provide "miracle cures", they should make noticeable contributions.

Yet, those human assets polishes discovered openly segment undertakings in this examine show just moderate utilization of vital human assets ideas. Same time it may be low recurrence necessary for a secondary execution association in light it might involve a more stupendous level of vital mankind's asset act use. Those methodological constraints of the conclusion evaluation measures utilized here contribute; clinched alongside part, will these discoveries. General society part regularly utilizes that's only the tip of the iceberg mind boggling measures that try past straightforward effectiveness objectives. It likewise employments various measures that require upgrading assorted, not fundamentally compatible, values. However, that is not an addition pardon. Those vital mankind's asset administration polishes clearly need powerless associations with authoritative accomplishment. This will be clearly a frustration provided for both the discoveries apparent from benefits of the business research our academic predilections similarly as likewise clear from that past exploration around faculty polish in the secret word additionally. Maybe those conclusion appraisals utilized here would excessively awful wide gauged to lift up those commitments starting with regulatory systems. Although strategic human resource management practices are hypothesized to have an impact, they are still a secondary, indirect factor in the organizational process. The coordination of work designed to enhance work productivity is not itself the "work".

The public sector may be demonstrating a lag as comparison to the personnel practices followed in private sector organization. On the other hand strategic human

resource management practices may not be as applicable in the multi volume public sector companies in India. The benefit in enhancing productivity (even if it exists) may not add sufficient value to merit their employment. As personally appealing as this concept is, public sector organization in India need to approach Strategic human resource management(SHRM) more cautiously & judiciously in comparison to their counterparts in private sector organization in order to retain talent.

REFERENCES

1. Arthur, J,B, (1994)"Effects of Human Resource Systems on Manufacturing Performance."
2. Academy of Management Journal, 37:670-687
3. Barrett, Katherine, and Richard Greene (1999)"Grading the States: A Management report
4. Card."
5. Barrett, Katherine, and Richard Greene (1999)" Grading the States: A Management Report Card."
6. Governing Magazine (2000)"Grading the Cities: A Management Report Card."Governing Magazine 13 (February):22-91.
6. Barney, Jay B. (1986)"Strategic Factor markets: Expectations, Lock, and Business Strategy," Management Science 32: 1231-1241.
7. Barney, Jay,B. (1991)"Firm Resource and Sustained Competitive Advantage," Journal of
8. Management, 17:99-120.
9. 6. Barney, Jay B. (2001)"Is the Resource-Based" View" a Useful Perspective for Strategic Management Research? Yes, "Academy of Management Review, 26,1(January): 41-56
10. Berry, Frances Stokes (1994)"Innovation in Public Management: The Adoption of Strategic Planning."Public Administration Review 54,4(July/August): 322-330
11. Boxall, P, (1991)"The Strategic HRM Debate and the Resource-Based View of the Firm."
12. Human Resource Management Journal, 6(3):59-75.
13. Delaney, John T., and Mark A. Huselid (1996)"The Impact of Human Resource Management Practices on Perceptions of Organizational Performance," Academy of Management Journal39,4(August):949-969.
14. Delery, John E., and D. Harold Doty (1996)"Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency, and Configurationally Performance Predictions. "Academy of Management Journal 39, 4(August): 802-835.
15. Elmore, Richard 1991 "Teaching, Learning, and Education for the Public Service," Journal of Policy Analysis and Management 10, 2:167-180.
16. Farrell, Dan(1983)"Exit, Voice, Loyalty, and Neglect as Responses to Job Dissatisfaction: A Multidimensional Scaling Study, "Academy of Management Journal 26:596-606.
17. Farrell, Dan, and Cary 1E.Rusbult (1981)"Exchange Variables as Predictors of Job Satisfaction. Job Commitment and Turnover: The Impact of Rewards, Costs, Alternatives, and Investments, "Organizational Behavior and Human Performance 217:78-95.
18. Fitz-Enz, Jacques (1994) ("HR's New Score Card. "Personnel Journal. 73,84-8715. Gray, George R., McKenzie E. Hall, Marianne Miller, and Charles Shasky(1997)"Training Practices in State Government Agencies," Public Personnel Management 26.2(Summer):187-202
19. Hirschman, Albert (1970) Exit, Voice, and Loyalty: Responses to Decline in Firms, organizations and States. Cambridge, AA: Harvard Press.
20. Hitt, Michael A., Leonard Bierman, Katsuhiko Shimizu, and Rahul Kochhar (2001) "Directand Moderating Effects of Human Capital on Strategy and Performance in Professional Service Firms: A Resource- Based Perspective," Academy of Management Journal 44.(February): 13-28.
21. Huselid, Mark A. (1993) "Estimates of the Impact of Human Resource Management Practices on Turnover and Productivity." Paper presented at the annual meeting of the Academy of Management.
22. Huselid, Mark A. (1995)"The Impact of Human Resource Management Practices on Turnover, Productivity and Corporate Financial Performance. "Academy of Management Journal, 38: 635-672.
23. Jules, Patria de Lancer, and marc Holzer (2001)" Promoting the Utilization of Performance Measures in Public Organizations: An Empirical Study of Factors Affecting Adoption and Implementation. "Public Administration Review 61,6(November/December): 693-708.
24. Keen, Christine D.(1994) "Tips for Effective Strategic Planning, "HR Magazine (August):
25. 84-87.
26. Klingner, Donald (1993) "Developing A Strategic Human Resources Management Capabilityin Public Agencies."Public Personnel Management 22.4 (winter):565-578.
27. Lowi, Theodore (1972) "Four systems of Policy, Politics, and Choice," Public Administration Review 32 (July/August): 298-310.
28. Meier, Kenneth J. (1989) Politics and the Bureaucracy. Pacific Grove, CA: Brooks/Cole.
29. Merjanian, Ara(1997) "Striving to make Performance Measurement Work: Texas. Implements Systems Approach to Planning, Budgeting," PA Times 20.6(June):1, 19-20.

30. Mesch, Debra J., James L. Perry, and Lois R. Wise (1995) "Bureaucratic and Strategic Human Resource Management: An Empirical Comparison in the Federal Government." *Journal of Public Administration Theory and Research* 5: 385-402.
31. Mintzberg, Henry (1994) *The Rise and Fall of Strategic Planning*. New York, NY: Free Press.
32. Mosher, Frederick C. (1968) *Democracy and the Public Service*. New York, NY: Oxford.
33. Nutt, Paul C., and Robert W. Backoff (1992) *Strategic Management of Public and Third Sector Organizations*. San Francisco, CA: Jossey-Bass.
34. Osborne, David, and Ted Gaebler (1992) *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector from Schoolhouse to State House. City Hall to Pentagon*, Reading, MA: Addison-Wesley.
35. Perry, James L. (1993) "Strategic Human Resource Management," *Review of Public Personnel Administration* 13, 4(fall): 59-71.
36. Perry, James L., and Debra J. Mesch (1997) "Strategic Human Resources Management," in Carolyn Ban and Norma Riccucci (eds) *Public Personnel Management: Current Concerns, Future Challenges*. New York, NY: Longman, pp. 21-34.
37. Peteraf, M.A. (1993) "The Cornerstones of Competitive Advantage: A Resource-Based View," *Strategic Management Journal* 14: 179-191.
38. Quinn, James Brian, Philip Anderson, and Sydney Finkelstein (1996) "Leveraging Intellect," *Academy of Management Executive* 10, 3 (August): 7-27.
39. Riccucci, Norma M, and Irene Lurie (2001) "Employee Performance Evaluation in Social Welfare Offices." *Review of Public Personnel Administration* 21.1 (Spring) 27-31. Risher, Howard, and Brigitte W. Schay (2004) "Grade Banding: The Model for Future Salary Programs?" *Public Personnel Management* 23-2 (Summer): 187-199.
40. Rusbult, Cary I.E. (1980) "Commitment and Satisfaction in Romantic Association: A Test of the Investment model." *Journal of Experimental Social Psychology* 16: 172-186.
41. Rusbult, Cary I.E. (1983) "A Longitudinal Test of the Investment Model: The Development (and Deterioration) of Satisfaction and Commitment in Heterosexual Involvements." *Journal of Personality and Social Psychology* 45: 101-117.
42. Rusbult, Cary I.E., and Dan Farrell (1983) "A Longitudinal Test of the Investment Model: The impact on Job Satisfaction, Job Commitment, and Turnover of Variations in Reward Costs, Alternatives and investment." *Journal of Applied Psychology* 68: 429-438.
43. Rusbult, Cary E., Dan Farrell, Glen Rogers, and Arch G. Mainous III (1988) "Impact of Exchange Variables on Exit, Voice, Loyalty, and Neglect: An Integrative Model of Responses to Declining Job Satisfaction," *Academy of Management Journal* 31.3 (September): 599-627.
44. Selden, Asly Coleman, Willow Jacobson, Salwa H. Ammar, and Ronald Wright (2000) "A New Approach to Assessing Performance of State Human Resource Management Systems: A Multi-Level Fuzzy Rule-Based System." *Review of Public Personnel Administration* 20-3 (summer): 58-74.
45. Terpstra, D.E., and E.J. Rozell (1993) "The Relationship of Staffing Practices to Organizational Level Measures of Performance." *Personnel Psychology* 46: 27-48.
46. Ulrich, David (1997) "Measuring Human Resources: An Overview of Practice and a Prescription for Results." *Human Resource Management* 36 303-320. Wernerfelt, B. (1984) "A Resource-Based View of the Firm." *Strategic Management Journal* 5: 171-180.
47. Dr. N. Shani and P. Divyapriya, "A Role of Innovative Idea Management in HRM", *International Journal of Management (IJM)*, Volume 2, Issue 1, 2011, pp. 69 - 78, ISSN Print: 0976-6502, ISSN Online: 0976-6510.
48. Dr. N. Shani and Narayanasamy. P.S., "The Role of Employee Engagement and Strategic Tool in HRM", *International Journal of Management (IJM)*, Volume 2, Issue 2, 2011, pp. 25 - 32, ISSN Print: 0976-6502, ISSN Online: 0976-6510.