



IMPACT OF HRM PRACTICES ON THE TELECOM SECTOR IN ODISHA

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ABSTRACT

The focus of this research is to determine how human resource practices impact the telecom industry in Odisha. It evaluates and analyses the influence of current human resource management strategies on employee performance, including selection, training, career planning, compensation, performance appraisal, job description, and employee participation. For this study, 120 people were chosen at random from seven different telecom industries, of which 100 employees took part in the poll. The questionnaire is made up of individual questions on seven different aspects of HRM. The independent factors were strongly associated with the dependent variable, according to the findings of the testing hypotheses. The data revealed a substantial association between employee performance and training, with a substantial relationship between the independent and dependent variables. The results indicated that job analysis, human resource planning, training & development, compensation, significantly and positively associated with overall HRM practices in telecom sectors in Odisha.

KEYWORDS: Human Resource, Human Resource Management, HRM Practices, Telecom sector.

1. INTRODUCTION

Human resources are one of an organization's most significant assets, yet only a small percentage of companies are able to fully utilise them. In a business, human resources constitute both a production and an operational component. In order to stay lucrative, banks, the telecommunications sector, and other companies must properly nurture their human resources. As a result of technical advancements, the telecom industry is experiencing fast transformation. The nature of the telecom sector's requirement for workers to better perform their responsibilities has evolved as a result of technological advancements. People are seen as assets in a company when they possess the necessary knowledge, abilities, and competencies. Job analysis, recruitment, selection, orientation, remuneration, performance assessment, training and development, and labour relations are all aspects of human resource management. The policies, processes, and systems that impact employee behaviour, attitude, and performance are referred to as human resource management (HRM). The purpose of this study was to see how HR processes are applied in the telecom sector. This study explores the influence of human resource management approaches including selection, training, career planning, compensation, performance appraisal, job description, and employee engagement on perceived employee performance. This study examines the active Human resource practices in the telecom industry, as well as their influence on employee performance. The findings of this study will assist telecom HRM experts in improving employee performance through the use of Human resource practices. This research will be useful in maximising staff strengths and assigning duties properly. Organizations will be able to reach their goals by creating an effective and efficient workforce by using HRM strategies. As a new idea to emerging countries, the relevance of this study being looked at one of the themes of contemporary management is relatively an HRM practices and the elements impacting it. As a result, it is exposed to the study of the field, which emphasises the importance of the field, particularly in light of the conditions and factors. To keep up with the fast environmental changes, the telecom industry in Odisha requires the adoption of the notion of HRM practices from



the standpoint of implementation

2. REVIEW OF LITERATURE

Huselid (1995) The importance of following best practices in selection was underlined, with the highest quality skill sets being approved, adding value to the organization's skills inventory. In order to obtain favorable outcomes, he also emphasised the importance of training as a supplement to selection tactics for harmonizing corporate culture with employee behaviour.

Cooke (2000) In addition to competitiveness and productivity, performance aspects such as efficiency and effectiveness have been included. He went on to say that training is a means of increasing an individual's performance via the acquisition of information and skills (efficiency and effectiveness).

Collins (2005) In a similar study directed at small enterprises, it was shown that excellent HR practices had a significant impact on employee outcomes (employee outcomes used by them were different than ours).

Qureshi and Ramay (2006) In a Pakistani research on the influence of HR practices on organisational performance, His findings corroborated our premise that HR strategies influence organisational success via employee outcomes.

Katou (2008) with an emphasis on the Greek industrial sector, performed research to assess the influence of HRM practices on organisational performance. According to the study's findings, HRM practices are linked to firm strategy, and HRM outcomes have an impact on organisational performance.

Bharathi et al. (2015) The impact of voluntary and involuntary attrition in the IT/ITES business on behavioural intentions was investigated. They came to the conclusion that work/time flexibility and business communication flow are the environmental elements that need to be improved the most.

Pathi, S.N (2016) After the drivers of employee turnover were investigated, many ways for reducing staff turnover in businesses were proposed. To begin, companies must guarantee that staff recruitment and selection are conducted in a scientific manner with the goal of keeping personnel. The study concludes that businesses can combat the situation by utilising Man Power Planning as a proactive and effective tool for not only manpower recruitment and selection, but also for developing various methods, techniques, plans, policies, and procedures for retaining and sustaining on-roll employees.

Jiang et.al (2017) Researchers in strategic HRM are increasingly adopting an employee viewpoint to better understand the impact of HR practices on employee outcomes, and they've advocated for further study to explain the variance in employees' opinions of HR procedures. Employee demographic differences from coworkers in terms of age and organisational duration diminished the favourable association between coworker-perceived and employee-perceived HR procedures, according to the findings. However, demographic differences had no effect on the connection between manager-perceived and employee-perceived HR procedures.

Jiang and Messersmith (2018) The authors explore contemporary developments in strategic HRM while highlighting theoretical frameworks and empirical findings from studies in the subject over the last three decades. They also outline methodological concerns and limitations in earlier research. Finally, the author suggests several fascinating and significant avenues for further research.

Boon et.al (2019) Discovered a systematic review of 495 empirical works on 516 HR systems in which they assess the evolution of HR systems research through time and highlight noteworthy patterns, directly connecting HR system conceptualization and measurement. Their findings show that research progress has been limited by the increasingly wide conceptualization and assessment of HR systems, as well as a lack of clarity on the HR systems construct at various levels. Much of the research to date does not support the core premise of synergies between HR policies and practices in a system, the measurements are flawed and increasingly confuse HR systems with related concepts and results, and the HR system construct is given insufficient attention at various levels.

Blom et.al (2020) The study found considerable disparities between sectors, but it does not support the notion that HRM practices have the greatest impact in the private sector and the least in the public sector. The distinctions between the public, semipublic, and private sectors, in particular, are not clear. In this regard, we invite future researchers to investigate these discrepancies further.

Chakraborty and Biswas (2020) The current study supports the overall concept by demonstrating that HRP activities such as retention planning, professional training and development, job analysis and design, succession planning, and redeployment planning boost the firm's performance. The study highlights the need of nurturing employees' subtle qualities rather than always monitoring and managing them in this complex and dynamic corporate structure, where the authors found a multigenerational workforce. HRP activities give a platform for workers to optimise their potential and willingness to fit into a company's business strategy and put a strategic plan into action.



3. RESEARCH GAP

Most of the studies above focused on effective HR practices, and the studies were mostly carried out at all India level and outside of India. However, there are quite a few studies conducted at regional level. Odisha is a state endowed with vast number of human resources which have not been properly and productively exploited. This has been responsible for the backwardness of the state. The current research is sincere attempt to investigate the influence of Human Resource Management practices on employee performance and human resource development in the telecom sector in Odisha. It has a regional focus and is concerned with the state of Odisha. It may be considered a supplement to the current body of knowledge in the subject of regional HRM research.

4. RATIONALE OF THE STUDY

The human resource skills inventory determines the organization's growth. If we can show that a set of HR practices has an impact on employee outcomes, the telecom industry will be compelled to invest more creatively in its workforce. Training will increase employee performance, and the organisation will accomplish its financial objectives.

5. RESEARCH OBJECTIVES

1. To investigate different forms of Human Resource Management approaches
2. To investigate the influence of HR management practices on Employees' performance.

6. RESEARCH HYPOTHESIS

H0: Human Resource Management Practices has no significant relation with Employee's Performance.

7. RESEARCH METHODOLOGY

The sample procedure, data collecting, and analysis are all explained in this section. The data was collected from the population of Cuttack and Jagatsinghpur district using a standard random sampling approach. Primary data was collected through interview and a pre-tested questionnaire once all of the necessary aspects had been examined. Secondary data was acquired from a variety of sources, including published articles, handbooks, journals, and other publications. In this study, human resource executives from telecom businesses were used as a sample. The questions were developed using a five-point Likert scale, with 1 indicating Strongly Disagree, 2 indicating Disagree, 3 indicating Indifferent, 4 indicating Agree, and 5 indicating Strongly Agree. With the help of SPSS, the data was analysed using descriptive statistical techniques, Pearson's correlation, and Multiple Regression Analysis. Cronbach's Alpha was used to examine the internal consistency or reliability of the independent variables (HRM practices). The sample size was set at 120, and 100 of the total questionnaires distributed were returned. Because the data currently available is insufficient for analysis, data was collected using a pre-tested questionnaire, with the dependent variable changed from perceived organisational performance to employees' performance within the organisation.

7.1 Cronbach's alpha has been used to assess the internal consistency, or reliability, of a group of scale or test items with the use of SPSS. In other words, a measurement's dependability refers to how consistent it is while measuring a concept, and Cronbach's alpha is one way to assess how strong that consistency is.

Cronbach's alpha	Internal consistency
≥ 0.9	Excellent
$0.9 > \geq 0.8$	Good
$0.8 > \geq 0.7$	Acceptable
$0.7 > \geq 0.6$	Questionable
$0.6 \geq 0.5$	Poor
0.5	Unacceptable



7.2 Descriptive statistics analysis by SPSS has been applied to find out the mean, median and standard deviation.

7.3 Pearson's correlation by SPSS has been used for testing the degree of correlation among the dependent and independent variables.

7.4 Multiple regression analysis, which was done with SPSS, is a statistical method for examining the relationship between a single dependent variable (employee performance) and a number of independent variables (Training, Performance Appraisal, Career Planning, Employee Participation, Job Definition, Compensation, and Selection). The goal of multiple regression analysis is to use known independent variables to predict the value of a single dependent variable.

8. FORMS OF HUMAN RESOURCE MANAGEMENT APPROACHES

- 1. Selection:** In human resource management, selection refers to the process of selecting the best applicants from a pool of qualified individuals to fill open jobs in a company.
- 2. Training:** One of the most significant roles of the human resource management department is training and development. Employees are coached and taught technical stuff relevant to their employment in a methodical manner during training. It focuses on educating employees how to utilise specialised equipment or complete specific activities in order to boost productivity.
- 3. Performance Appraisal:** The practice of assessing an individual's performance and output is known as performance appraisal. It entails assessing how well he or she is doing on the job and devising a strategy to improve. Performance evaluations are used to identify who need special training and who will be promoted, degraded, retained, or dismissed. Tension arises when people feel an imbalance in their output-input ratios in comparison to others. If it isn't present in a company, it may cause a variety of issues, including low morale, reduced staff productivity, a lack of passion to support the organisation, and a drop in overall performance.
- 4. Career Planning:** The intentional process of defining professional objectives and the path to these goals is known as career planning. From the standpoint of the organisation, this entails assisting workers in planning their careers in terms of their skills within the framework of the business's needs. A person's career might be established inside one firm or over several. When it comes to career planning as a process inside a company, it refers to the component of personnel management that seeks to provide routes for employees to progress within the company over time.
- 5. Compensation:** The recompense that an employee receives in exchange for his or her services to the organisation is referred to as compensation. Compensation management is a crucial component of human resource management since it keeps employees engaged and helps the firm prosper
- 6. Employee Participation:** Employee participation is when employees are involved in decision-making rather than simply following commands. Employee engagement is a technique of sharing power amongst persons who are otherwise unequally positioned in the hierarchy. Employee participation, also known as employee involvement in decision-making, persuades stakeholders at all levels of a firm to take part in the creation of strategies and solution implementations. Employee engagement may aid in achieving goals, while employee participation increases job satisfaction, implying a positive relationship between the two.
- 7. Job Definition:** A job definition in an organisation is referred to as a job definition. All of the duties, criteria, and responsibilities are outlined in the job definition. If these are evident, the organization's performance may be improved. It specifies the employee's duties, responsibilities, and tasks, as well as what the firm expects of him. A job is described as a set of skills, knowledge, and abilities. Most recruiting blunders might be avoided if hiring managers spent more time articulating exactly what they were seeking for before beginning their search for applicants.



9. DATA ANALYSIS

TABLE -1 RELIABILITY STATISTICS

SL.NO	DIMENSIONS	CRONBACH'S ALPHA	NO.OF ITEMS
	OVERALL	0.924	29
1	Training	0.884	04
2	Performance Appraisal	0.714	06
3	Career Planning	0.773	04
4	Employee Participation	0.678	03
5	Job Definition	0.672	04
6	Compensation	0.870	04
7	Selection	0.838	4

TABLE-2 ITEM- TOTAL STATISTICS AND RELIABILITY

	SCALE MEAN IF ITEM DELETED	SCALE VARIANCE IF ITEM DELETED	CORRECTED ITEM-TOTAL CORRELATION	CRONBACH'S ALPHA IF ITEM DELETED
TRAINING				
T1- Our company provides intensive training in all elements of quality to its staff.	131.42	53.317	0.535	0.922
T2- Every year, employees in each position will often go through training programmes.	131.48	52.878	0.447	0.923
T3- There are established training programmes in place to give new employees the abilities they'll need to succeed.	131.41	53.376	0.541	0.922
T4- The identified training needs are practical, relevant, and aligned with the organization's business plan.	131.49	52.818	0.449	0.923
PERFORMANCE APPRAISAL				
PA1- Our organization's appraisal method is geared for growth and development.	131.45	52.977	0.515	0.922
PA2- Employees are given feedback and coaching based on their performance.	131.42	53.701	0.458	0.923
PA3- Employees have trust in the method of performance evaluation.	131.44	52.067	0.691	0.920
PA4- Individual and team conduct are strongly influenced by the appraisal system.	131.44	52.471	0.618	0.921
PA5- The data from the appraisals is utilised to make decisions such as work rotation, training, and remuneration.	131.40	53.131	0.614	0.921
PA6- All employees understand	131.87	54.336	0.187	0.928



what the appraisal system's goals are.				
CAREER PLANNING				
CP1- Employees in our company have the opportunity to advance in more than one position.	131.63	52.357	0.516	0.922
CP2- In this organisation, the needs of individuals and the requirements of the organisation are matched.	131.88	50.854	0.575	0.921
CP3- Our company makes career and development programmes for its personnel.	131.66	52.388	0.501	0.922
CP4- When a vacancy arises, our company prefers to hire an inside employee.	131.91	50.871	0.579	0.921
EMPLOYEE PARTICIPATION				
EP1- Employees in this organisation have the authority to make cost and quality decisions.	131.66	52.388	0.501	0.922
EP2- Employees are urged to participate in operational decisions by their superiors in this organisation..	131.88	50.854	0.575	0.921
EP3- Employees are given the chance to offer ways to enhance how things are done here.	131.63	52.357	0.516	0.922
JOB DEFINITION				
JD1- Every job's responsibilities are clearly stated in our organisation.	131.88	50.854	0.575	0.921
JD2- Our organisation maintains an up-to-date job description for each position.	131.84	52.641	0.452	0.923
JD3- Each position's job description lists all of the tasks that each employee is responsible for.	131.85	52.775	0.382	0.924
JD4- The employee shapes the real work obligations more than the official job description.	131.75	53.301	0.357	0.924
COMPENSATION				
COMP1- Employee incentive compensation is determined in part by their performance on the job.	131.43	52.126	0.698	0.920
COMP2- Compensation is determined in our organisation based on the employee's	131.44	52.067	0.691	0.920



competence or ability.				
COMP3- The remuneration of all employees is proportionate to their performance.	131.42	52.185	0.705	0.920
COMP4- Profit sharing is used in our organisation as a way to reward increased performance.	131.44	52.067	0.691	0.920
SELECTION				
SLCTN1- Our organization's selecting processes are very scientific and thorough.	131.43	52.308	0.664	0.920
SLCTN2- At our organisation, both line managers and HR managers are involved in the hiring process.	131.43	53.338	0.514	0.922
SLCTN3- Valid and standardised tests are used when valid and standardised tests are required in the selection process.	131.44	52.249	0.658	0.920
SLCTN4- Our organization's selection procedure picks people who possess the desired qualifications.	131.42	53.398	0.519	0.922

The Cronbach's alpha value was determined to be 0.924, or 92.4 percent, as indicated in Table-2. This means 92.4 percent of the variables are considered reliable in the given test statistics. This implies that the variables shows a near to perfect consistency in the measurement. Further, it is also shown that if the variable Performance Appraisal (All employees understand what the appraisal system's goals are.)" is deleted, there is a little improvement in the consistency of the effect of variables on Employees Performance That means the variable does not have much impact on Employees Performance. So overall it can be inferred that the given total variables (29 nos) taken in the test are very closely related. Besides, it also shows that the correlation among the HRM practices is also high which means all the factors are highly correlated while Employees Performance is considered.

In Table-1 While considering individually Cronbach's alpha value for HRM practices individually training is 0.884, performance appraisal is 0.714, career planning is 0.773, employee participation is 0.678, job definition is 0.672, compensation is 0.870 and selection being 0.838

TABLE 3- DESCRIPTIVE STATISTICS

		EPP	TRAINING	PA	CP	EP	JD	COMPEN	SELECT
MEAN		4.835	4.83	4.7767	4.51	4.5567	4.45	4.8475	4.85
95% CONFIDENCE INTERVAL FOR MEAN	LOWER BOUND	4.7644	4.7592	4.7245	4.4266	4.4752	4.3737	4.7822	4.7893
	UPPER BOUND	4.9056	4.9008	4.8288	4.5934	4.6381	4.5263	4.9128	4.9107
5% TRIMMED MEAN		4.8889	4.8833	4.8074	4.5389	4.5815	4.4611	4.8972	4.8944
MEDIAN		5	5	4.8333	4.5	4.6667	4.5	5	5
VARIANCE		0.127	0.127	0.069	0.177	0.168	0.148	0.108	0.093
STD. DEVIATION		0.35573	0.35689	0.26296	0.42032	0.41046	0.38435	0.32932	0.30567



MINIMUM		3.5	3.5	3.67	3.5	3.67	3.5	3.5	3.5
MAXIMUM		5	5	5	5	5	5	5	5
RANGE		1.5	1.5	1.33	1.5	1.33	1.5	1.5	1.5
INTERQUARTILE RANGE		0	0	0.29	0.5	0.67	0.25	0	0
SKEWNESS		-2.341	-2.285	-1.891	-0.663	-0.667	-0.082	-2.38	-2.165
Kurtosis		5.08	4.846	3.775	0.021	-0.636	-0.414	5.502	4.56

TABLE 4- CORRELATIONS

		EPP	TRAINING	PA	CP	EP	JD	COMPEN	SELECT
EPP	Pearson Correlation	1	.990**	.637**	0.163	0.151	0.059	.688**	.513**
TRAINING	Pearson Correlation	.990**	1	.632**	0.163	0.147	0.066	.690**	.528**
PA	Pearson Correlation	.637**	.632**	1	.340**	.326**	.321**	.862**	.846**
CP	Pearson Correlation	0.163	0.163	.340**	1	.963**	.816**	.412**	.267**
EP	Pearson Correlation	0.151	0.147	.326**	.963**	1	.754**	.398**	.256*
JD	Pearson Correlation	0.059	0.066	.321**	.816**	.754**	1	.333**	.333**
COMPEN	Pearson Correlation	.688**	.690**	.862**	.412**	.398**	.333**	1	.837**
SELECT	Pearson Correlation	.513**	.528**	.846**	.267**	.256*	.333**	.837**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Training is positively correlated to Employee's Performance.

Training has a considerable positive influence on employee performance, according to the table, which shows that there is a strong correlation (.990) between training and employee performance, with a mean of 4.83.

Performance appraisal is positively correlated to Employees' Performance.

Performance appraisal has a considerable positive influence on employee performance, according to the table, which shows that there is a strong correlation (.637) between performance appraisal and employee performance, with a mean of 4.77.

Career planning is positively correlated to Employees' Performance.

Career planning has a considerable positive influence on employee performance, according to the table, which shows that there is a strong correlation (.163) between Career planning and employee performance, with a mean of 4.51.

**Employees Participation is positively correlated to Employees' Performance.**

Employee participation has a considerable positive influence on employee performance, according to the table, which shows that there is a strong connection (.151) between employee participation and employee performance, with a mean of 4.55.

Job definition is positively correlated to Employees' Performance.

Job definition has a considerable positive influence on employee performance, according to the table, which shows that there is a strong correlation (.059) between Job definition and employee performance, with a mean of 4.45.

Compensation is positively correlated to Employees' Performance.

Compensation has a considerable positive influence on employee performance, according to the table, which shows that there is a strong correlation (.688) between compensation and employee performance, with a mean of 4.84.

Selection is positively correlated to Employees' Performance.

The data shows that Selection has a considerable positive impact on employee performance, with a good correlation (.513) between Selection and employee performance (mean of 4.85).

TABLE 5- REGRESSION ANALYSIS ANOVA

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.305	7	1.758	728.248	<.001 ^b
	Residual	.222	92	.002		
	Total	12.527	99			

a. Dependent Variable: EPP

b. Predictors: (Constant), SELECT, EP, TRAINING, JD, PA, COMPEN, CP

The F statistic has a significant value of less than 0.05 in the ANOVA table, indicating that the model is statistically significant.

TABLE 6- REGRESSION ANALYSIS MODEL SUMMARY

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.991 ^a	0.982	0.981	0.04913	0.982	728.248	7	92	0.000	1.878

a. Predictors: (Constant), SELECT, EP, TRAINING, JD, PA, COMPEN, CP

b. Dependent Variable: EPP



The value of R square equals 0.982 indicating that 98.2% of variations in Employee performance (EPP) are explained by Training, Performance appraisal, Career planning, Employee participation, job definition, compensation and selection. (Table-6).

Therefore variation in employee's performance is due to the proposed model. That means HRM practices i.e Training, Performance appraisal, Career planning, Employee participation, job definition, compensation and selection have a positive impact on employee's level of performance. Therefore it is proved that independent variables contribute positively towards change in the dependent variable. Hence we reject the null hypothesis and accept the alternate hypothesis Human Resource Management Practices has significant relation with Employee's Performance

10. RESULT AND DISCUSSION

The study found that HRM methods (Training, Performance Appraisal, Career Planning, Employee Participation, Job Definition, Compensation, and Selection) had a significant relationship with employee performance. According to the findings, providing employees with the opportunity to make informed decisions can help them perform better. In order to improve employee performance, employee participation and training are crucial. According to the study, human resource management processes and activities have a significant impact on employee performance. HRM techniques have been shown to increase employee performance and influence employee views of their own performance.

The independent factors were strongly associated with the dependent variable, according to the results of the testing hypotheses. The correlation results revealed a substantial relationship between the independent and dependent variables. The data revealed a substantial association between employee performance and training, with a favourable correlation between the two. This shows that providing more training alternatives for telecom employees might boost employee performance. The findings also revealed a stronger link or positive relationship between compensation and employee performance, meaning that raising compensation for the differential piece rate system might help employees improve their performance over time. Performance appraisals exhibit a 0.637 correlation between employee performance and compensation after compensation. In the long run, however, selection is critical to boosting employee performance. Because there is a 0.513 correlation between selection and employee performance, selecting the right applications is crucial to enhancing employee performance. Employee performance is favourably associated to career planning (0.163), employee participation (0.151), and job definition (0.059), but to a lesser extent than the other components.

11. CONCLUSION

Employee performance and training have a strong correlation, according to the research. In short, every practice examined demonstrated a favourable correlation with employee performance. All of these practices appear to be favourably related in these research, with the influence of training, remuneration, and performance assessment in decision making having the strongest association. These findings have a positive impact on the telecom industry's structure and employee performance. Training, compensation, career planning, performance appraisal, and employee participation in policymaking are all important aspects of any organisation pursuing high development through increased employee involvement.

The results demonstrate that HRM practices (Training, Performance Appraisal, Career Planning, Employee Participation, Job Definition, Compensation, and Selection) have a favourable influence on employee performance and that organizations should use these practices to achieve their goals. To encourage high-performance behaviour, organisations should employ a variety of incentive and recognition systems. The organisation offers its employees with extensive training that is relevant to changing work and corporate demands. When evaluating the compensation for an employee's performance, the job description should be considered. Management should recognise employees' contributions and ideas, and employees should be able to make excellent decisions based on their own abilities. Human Resource Management practices (Training, Performance Appraisal, Career Planning, Employee Participation, Job Definition, Compensation, and Selection) are crucial in enhancing employee performance, thus businesses should adjust their HR policies with the aforementioned elements in mind.



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