

**TO STUDY THE EFFECTIVENESS OF HRM PRACTICE IN TEXTILE INDUSTRIES,  
IN MADHYA PRADESH., INDIA.**

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**ABSTRACT:** *HR policies provide an organization with a mechanism to manage risk by staying up to date with current trends in employment standards and legislation. The policies must be framed in a manner that the companies vision & the human resource helping the company to achieve it or work towards it are at all levels benefited and at the same time not deviated from their main objective. Each company has a different set of circumstances, and so develops an individual set of human resource policies. Over the years of my own experience in corporate sector, it was noticed that organization can reach certain level without policies and procedures but as it grows big it requires well laid down structure, policies and procedures for its functioning or it falls down. It is a general belief that those organizations which have well laid HRM Practices can better meet the competitive environment than those organizations having weak HRM practices. In this study, focus is on studying and analyzing the role of HRM practices on the growth and development of the organization. Its main purpose is identify the prevailing HRM practices and then analyse the effectiveness of these practices in Textile industries in Madhya pradesh. For reaching our goal we have collected information regarding HRM practise in 60 Textile industries considering variables namely Manpower planning, Staffing practices, Training and career development, Performance Appraisal, compensation and Incentive, Unionization, team work, Employee participation and Working conditions which form exclusive part in measuring the prevailing HRM practices in MadhyaPradesh,India. After this we were able to analyse the effectiveness of these HRM variables in Textile industries.*

**KEYWORDS:** Human Resource Management, HRM Practices, Textile Industries, Effectiveness of HRM practice

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## **INTRODUCTION**

Schuler and Jackson (1987) defined HRM practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members. Besides, HRM practices is also conceptualized as a set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives (Delery & Doty, 1996). Likewise, Minbaeva (2005) viewed HRM practices a set of practices used by organization to manage human resources through facilitating the development of competencies that are firm specific, produce complex social

relation and generate organization knowledge to sustain competitive advantage. Thus, HRM practices relate to specific practices, formal policies, and philosophies that are designed to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organization.

It is assumed in HR practices that people are one of the important organization resources and their performance directly or indirectly affects performance of organization. So, if the organization has implemented effective and appropriate HR practices in their firm then it will surely show its impact on its performance.

Planning about the quantity of people required at a particular time, day, week, and month or for a particular new project is crucial for the attaining the planned target of the organization and thereby judging the organization's performance for a particular day, week month or year. Effective deployment of people available is possible only when the organization has well laid, combination of, continuous and consistent use of HRM practices.

Organization uses various means to invite applications from the person who exactly match the job description, role analysis, job specification and job performance standards of the organization. Attracting and selecting the right type of person for the required vacancy decides whether the competency of that person will contribute to the organizational productivity and performance or not. So, people who are responsible for making recruitment and selection decisions should have clear understanding about the objective/s, policies, procedures, practices and information required to validate the staffing decisions.

Training and development activities refers to teaching and learning activities directed at helping employees acquire and apply knowledge, skills, abilities, attitudes and capacities needed by a particular job, to meet its current and future needs .So, when employees and workers are provided with continuous and consistent training and development opportunities ,they will be able to establish sound relationship with their work ,which will prevent suboptimal performance and ever-increasing gap between planning and implementation of projects thus increasing job productivity and performance of organization.

Performance appraisal is the formal process of assessing the employee's performance and also a systematic procedure which is adopted in an organization to evaluate the strength and weakness of employees, with respect to his job requirement and his potential for development, with a forward look towards future needs of organization. Thus reinforcing the faith in the employee that his effort will lead to satisfactory performance and satisfactory performance will lead to rewards. So, when performance and reward criteria are directly related with achieving the objective of the organization, then it suggests that effective performance management system linked with well defined compensation and incentive processes, practices and procedures can be used as HRM tool to improve the organization's performance.

Higher productivity and performance require more than modern machinery and hard work. It requires cooperative endeavors' by union and management; it requires sharing the decision making power at different tiers of organizational hierarchy; it requires an attempt from employer side to

build his employees into teams, which work towards realization of a common objective. The strained relationship between them normally is attributed to inadequate wages, poor working conditions, rough handling of men by supervisors etc. Workers needs, aspirations, problems and difficulties must be understood by management. Management should treat them humanly which will create better relationship and harmonious relation between them. There will be no strikes, no frictions and work stoppages. There will be more efforts to achieve targets. Therefore, if organization promotes good union-management relations, team work and employee participation this will subsequently increase the quality of work life of employees and have effect on efficiency, productivity and performance of the organization.

On the other hand, growth is something for which most companies strive, regardless of their size. Small firms want to get big, big firms want to get bigger. Indeed, companies have to grow at least a bit every year in order to accommodate the increased expenses that develop over time. With the passage of time, salaries increase and the costs of employment benefits rise as well. Even if no other company expenses rise, these two cost areas almost always increase over time. It is not always possible to pass along these increased costs to customers and clients in the form of higher prices. Consequently, growth must occur if the business wishes to keep up.

Organizational growth has the potential to provide small businesses with a myriad of benefits, including things like greater efficiencies from economies of scale, increased power, a greater ability to withstand market fluctuations, an increased survival rate, greater profits, and increased prestige for organizational members. Many small firms desire growth because it is seen generally as a sign of success, progress. Organizational growth is, in fact, used as one indicator of effectiveness for small businesses and is a fundamental concern of many practicing managers.

Organizational growth, however, means different things to different organizations. There are many parameters a company may use to measure its growth. Since the ultimate goal of most companies is profitability, most companies will measure their growth in terms of net profit, revenue, and other financial data. Other business owners may use one of the following criteria for assessing their growth: sales, number of employees, physical expansion, success of a product line, or increased market share. Ultimately, success and growth will be gauged by how well a firm does relative to the goals it has set for itself.

Organizational growth has obvious upsides. It spurs job creation. It creates a stimulating and exciting environment within a firm. It creates opportunities for the business founder and others in the company to become wealthy. Organizational growth also has downsides. When growth is too rapid, chaos can prevail. In such a situation a company may see increased sales but a drop in profits. A business may outgrow the skills of its leader, its employees, and its advisers. All those involved are likely to become stressed out trying to keep up with the demands of expansion.

Small business owners seeking to guide their organizations through periods of growth—whether that growth is dramatic or incremental—must plan to deal with both the upsides and downsides of growth. When a firm is small in size, the entrepreneur who founded it and usually serves as its primary strategic and operational leaders can often easily direct and monitor the various aspects of

daily business. In such an environment, the business owner and founder understand the personalities within the firm, the relationships that each has with others in the company, as well as with suppliers and customers. Organizational growth, however, brings with it an inevitable dilution of that "hands-on" capability, while the complexity of various organizational tasks simultaneously increases. As small organizations grow, so to do the complexities of managing the organization. There are ways of reducing the complexity by delegating responsibility and installing better date systems but there is no way of avoiding it altogether.

Most entrepreneurs who are fortunate enough to experience growth soon discover that success as a business owner doesn't mean you have arrived and can now sleep at night. Expanding a company doesn't just mean grappling with the same problems on a larger scale. It means understanding, adjusting to, and managing a whole new set of challenges. It often means building and managing a very different sort of business. Organizational growth almost always produces a company that's much more complex—one that needs a much more sophisticated management team, and one that may well need a new infrastructure.

Organizational growth, then, may well require as much planning, effort, and work as did starting a company in the first place. Small business owners face a dizzying array of organizational elements that have to be revised during a period of growth. Maintaining effective methods of communications with and between employees and departments, for example, become ever more important as the firm grows. Similarly, good human resource management practices—from hiring to training to empowerment—have to be implemented and maintained. Establishing and improving standard practices is often a key element of organizational growth as well. Indeed, a small business that undergoes a significant burst of growth will find its operations transformed in any number of ways. And often, it will be the owner's advance planning and management skills that will determine whether that growth is sustained, or whether internal constraints rein in that growth prematurely.

## LITERATURE REVIEW

Recent research by **Jennifer Schramm** shows just how big of a difference effective HR practices can make: "Companies that are highly skilled in core HR practices experience up to 3.5 times the revenue growth and as much as 2.1 times the profit margins of less capable companies". The report from Boston Consulting Group and the World Federation of People Management Associations is based on a cross-industry study of more than 4,200 HR and non-HR managers in more than 100 countries. It found the greatest correlation between positive economic performance and skilled HR practice in the following areas like

- Employee retention.
- Employer branding.
- Leadership development.
- On boarding of newly hired employees.
- Performance management and rewards.
- Recruiting.
- Talent management.

**David Guesta and Neil** explored the general hypothesis that effectiveness of human resource (HR) practices will help to explain the well-documented association between human resource management and performance. This paper adopts a stakeholder perspective, hypothesizing that the ratings of HR effectiveness of senior line managers will be more strongly associated with the outcomes than those of HR managers. Furthermore, building on Bowen and Ostroff's concept of consensus as part of a 'strong' HR system, it is hypothesized that shared perceptions of (high) effectiveness will be associated with higher performance. This study is based on a sample of 237 matched pairs of senior line managers and HR managers, and measures a range of subjective and objective outcomes. The analysis confirms the association both between more HR practices and higher HR effectiveness and a range of performance outcomes. The associations are mostly stronger for HR effectiveness. There are low levels of agreement between HR and line managers about HR effectiveness and where agreement exists; it is not associated with superior outcomes. This study, therefore, confirms the importance of HR effectiveness, but fails to support any impact of consensus.

**Mir Mohammed Nurul Absar, Balasundaram Nimalathasan, Munshi Muhammad Abdul Kader Jilani,** studied the Impact of human resource management practices on organizational performance in Bangladesh and other developing countries. Data collected from fifty manufacturing firms in Bangladesh shows that HR practices have significant association with organizational performance. Out of HR practices, only performance appraisal is found to have significant impact on organizational performance.

**Rajiv B Khaire** wrote that traditionally, SSIs have played a major role in the GDP of any economy. They have lion's share also in the context of Indian exports. There are different advantages of having economy which is supported by entrepreneurs spread across the country. There is no denying the fact that large organizations are looked after by professionals from varied fields. Historically, it is said that SSIs are handled by non-professionals and are managed as family business. It is natural to think that these entrepreneurs are unaware of the developments that are taking place in management field, generally, and HRM, specifically. This study aims at dislodging these myths with the help of testing of hypotheses, but in no way concludes the HR practices being implemented in their organizations.

**A. K. Paul, R. N. Anantharaman** has found that there is a significant difference among HR practices in software companies in India based on Miles and Snow's strategic types, viz., prospectors, defenders, analyzers and reactors. Although reactors showed their difference from other strategic types, no significant difference was found among three proactive strategic types, viz. prospector, defender and analyzer. With regard to performance analysis, it was found that prospectors have a comparative advantage over other strategic types in almost all performance parameters. Although incentives and stock options have a greater overall impact on performance parameters, there is a lot of difference among factors that influence organizational effectiveness in three proactive strategic types.



**Pawan S. Budhwar, Harsh K. Luthar, Jyotsna Bhatnagar**, highlights the context within which business process outsourcing (BPO) has rapidly grown in India and the critical need to investigate the dynamics of human resource management (HRM) practices and systems in this sector. Using a mixed-method approach involving both in-depth interviews and self completing questionnaires, they analyzed the nature of HRM systems in BPO organizations operating in India. The analysis is based on a sample of 51 BPO companies, a majority of which are located near the capital of New Delhi. The result focusses on the nature and structure of work and organization of Indian BPOs, as well as the strategic role played by HRM in such organizations. Furthermore, the findings highlight the way specific HRM practices such as recruitment, performance appraisal, training and development, and compensations are implemented. Their study suggests the existence of formal, structured, and rationalized HRM systems in Indian BPOs. A number of insights related to HRM policies and practices are shared by the HR managers interviewed shedding more light on the inner workings of the Indian BPO companies and their challenges.

**Gregory Kessler** took a practical but thoughtful approach for tying HR strategy to the growth plans of the company has been pursued jointly by corporate HR teams and their divisional counterparts, with the close involvement of line leaders. A four-step process for creating a strategic HR agenda is outlined and the experiences of various companies are compared. The paper focuses especially on effective practices for working a single HR agenda across multiple divisions of large, diversified companies. Innovations in business strategy, especially in the race to find new sources of growth, have created new pressures to refocus HR work, roles, and priorities. In smaller, entrepreneurial firms the CEO/founder fights a war to attract, retain, and motivate bright, young, and technically able people. In large multinational companies, the impact of people on the competitiveness of businesses has become increasingly clear, and HR professionals are being asked to help create strategic clarity across the organization.

**Milorad M. Novicevic and Michael Harvey**, paper's focus is to examine how the increased demand for global corporate strategic consistency and flexibility redefines the roles of the corporate human resource function and its venues of influence. In particular, they analyzed possible causal linkages among strategic international HR management, strategic leadership of corporate top management team (i.e. TMT), and alternative global assignment options. As globalization significantly changes not only the operating boundaries but also the symbolic context of the global organization, they argued that corporate HR function can play more influential roles in global organizations than it has in the past.

**Catherine Truss**, paper contributes by analyzing in detail the human resource policies and practices of one case-study organization over a two-year time period, using a variety of methodologies and drawing on a broad range of informants across the organization. Instead of devising a list of 'best practice' HRM from the literature and testing its impact on performance, she instead invert the question and take a firm that is financially successful and ask what HR policies and practices it uses. We also examine the way in which these policies are enacted. This methodology enables us to show that even successful organizations do not always implement 'best practice' HRM, and that there is frequently a discrepancy between intention and practice. Outcomes at the individual and organizational levels are complex and often contradictory.

**Objective:**

To study and analyse the effectiveness of HRM practices in Textile industries in Madhya Pradesh, India.

**RESEARCH METHODOLOGY**

**Hypothesis:**

H0-Manpower planning practices does not affect growth and development of Textile industries, in M.P., India

H1-Staffing practices does not affect growth and development of Textile industries, in M.P., India

H2-Training and Career development practices does not affect growth and development of Textile industries, in M.P., India

H3-Performance Appraisal practices does not affect growth and development of Textile industries, in M.P., India

H4-Compensation and Incentive practices does not affect growth and development of Textile industries, in M.P., India

H5-Unionization practices does not affect growth and development of Textile industries, in M.P., India

H6-Team work and Employee participation practices does not affect growth and development of Textile industries, in M.P., India

H7-Employee participation practices does not affect growth and development of Textile industries, in M.P., India

H8-Working condition and related practices does not affect growth and development of Textile industries, in M.P., India

**Research Design**

This study is descriptive type and cross sectional in nature. Secondary data will be used to identify the variables of interest related to Human resource practices.

**Population, Sample unit, Sample size**

A total of 60 Textile industries were contacted to find out their HRM practices in Madhya Pradesh, India.

**Sampling technique & Data Type**

Non-probability sampling using Convenient and Purposive sampling is used to collect primary data from the respondents.

**Data Collection tools**

1.Structured questionnaire is prepared on the basis of Literature review for the collection of primary data. It contains mainly closed objective type questions. The respondents are the HR Managers from these Firms who has to choose one value at the expense of other in a forced choice method.

We have used Linkert five point scale method which ranges from Strongly Disagree (1) to Strongly Agree (5) for preparation of our questionnaire.

2.Face to face interview is also used to collect data from the respondents.

### **Data Analysis tool**

1. The collected data is coded and tabulated in the MS-Excel sheet.
2. We have used SPSS software for further analysis of data.
3. Reliability of the data collected will be assessed by applying the Cronbach Alpha method.
4. Chisquare test is used to test the difference between observed and theoretical frequency for each possible outcome and as a test of goodness of fit and as a test of independence.

### **RESULT AND DISCUSSION**

The present study is an attempt to identify the various HRM functions which are practiced in the Textile industries of Madhya Pradesh .Further we have analysed the effectiveness of these HRM practices on growth and development of Textile industries in Madhya Pradesh, India.We took eight hypothesis to prove the results,in this study.

In Table-1, Cronbach Alpha reliability test is clearly presented. We have included 49 HRM variables in this study and to test the reliability of all 49 variables, we have conducted Cronbach Alpha reliability test using SPSS software. We found that the variables qualify at 89.9% Cronbach Alpha Reliability test.

In Table-2,Chi square test is applied and the eight prime human resource management practices namely manpower planning practices,Staffing practices,Training and career development practices,Performance Appraisal practices,Compensation and Incentive practices,Unionization practices,Team work and Employee participation practices,Working condition and related practices where checked as a test of goodness to fit and as a test of independence.

**Hypothesis H0 :There is no significant affect of Manpower planning practices on growth and development of Textile industries i.e.Manpower planning and growth & development of Textile industries are independent.**

The Chisquare test has enabled us to explain whether the two attributes i.e.Manpower planning practices and growth & development of Textile industires are associated.The analysis proves that the calculated value of Manpower planning practises (8.667) is greater than its table value (7.815) at 5% level of significance for a degree of freedom n=3,we conclude that the null hypothesis does not hold good,which means the two attributes are associated and it is not because of chance but it exists in reality. i.e. Manpower planning practises has a significant affect on growth and development of textile industries in M.P.,India.



**Hypothesis H1-There is no significant affect of Staffing practices on growth and development of Textile industries, in M.P., India i.e. Staffing practices and growth & development of Textile industries are independent.**

The Chisquare test has enabled us to explain whether the two attributes i.e.Staffing practices and growth & development of Textile industries are associated.The analysis proves that the calculated value of Staffing practices (1.733) is less than its table value (7.815) at 5% level of significance for a degree of freedom  $n=3$ ,we conclude that the null hypothesis holds good,which means the two attributes are independent and are not associated i.e. Staffing practices does not have a significant affect on growth and development of textile industries in M.P.,India.

**Hypothesis H2-There is no significant affect of Training and Career development practices on growth and development of Textile industries, in M.P., India i.e.Training & career development practices and growth and development of Textile Industries are independent.**

The Chisquare test has enabled us to explain whether the two attributes i.e.Training and career development practices and growth & development of Textile industries are associated.The analysis proves that the calculated value of Training and career development practices (36.800) is greater than its table value (7.815) at 5% level of significance for a degree of freedom  $n=3$ ,we conclude that the null hypothesis does not hold good,which means the two attributes are associated and it is not because of chance but it exists in reality. i.e. Training and career development practices has a significant affect on growth and development of textile industries in M.P.,India.

**Hypothesis H3- There is no significant affect of Performance Appraisal practices on growth and development of Textile industries, in M.P., India i.e. Performance Appraisal practices and growth & development of Textile industries are independent.**

The Chisquare test has enabled us to explain whether the two attributes i.e.Performance Appraisal practices and growth & development of Textile industries are associated.The analysis proves that the calculated value of Performance Appraisal practices (16.267) is greater than its table value (7.815) at 5% level of significance for a degree of freedom  $n=3$ ,we conclude that the null hypothesis does not hold good,which means the two attributes are associated and it is not because of chance but it exists in reality. i.e. Performance Appraisal practices has a significant affect on growth and development of textile industries in M.P.,India.

**Hypothesis H4- There is no significant affect of Compensation and Incentive practices on growth and development of Textile industries, in M.P., India i.e. Compensation and Incentive practices and growth & development of Textile industries are independent.**

The Chisquare test has enabled us to explain whether the two attributes i.e.Compensation and Incentive practices and growth & development of Textile industries are associated.The analysis proves that the calculated value of Compensation and Incentive practices (36.000) is greater than its table value (9.488) at 5% level of significance for a degree of freedom  $n=4$ ,we conclude that the null hypothesis does not hold good,which means the two attributes are associated and it is not because of chance but it exists in reality. i.e. Compensation and Incentive practices has a significant affect on growth and development of textile industries in M.P.,India.

**Hypothesis H5- There is no significant affect of Unionization practices on growth and development of Textile industries, in M.P., India i.e. Unionization practices and growth & development of Textile industries are independent.**

The Chisquare test has enabled us to explain whether the two attributes i.e. Unionization practices and growth & development of Textile industries are associated. The analysis proves that the calculated value of Unionization practices (39.333) is greater than its table value (9.488) at 5% level of significance for a degree of freedom  $n=4$ , we conclude that the null hypothesis does not hold good, which means the two attributes are associated and it is not because of chance but it exists in reality. i.e. Unionization practices has a significant affect on growth and development of textile industries in M.P., India.

**Hypothesis H6- There is no significant affect of Team work & Employee participation practices on growth and development of Textile industries, in M.P., India i.e. Team work & Employee participation practices and growth & development of Textile industries are independent.**

The Chisquare test has enabled us to explain whether the two attributes i.e. Team work and employee participation practices and growth & development of Textile industries are associated. The analysis proves that the calculated value of Team work and employee participation practices (15.700) is greater than its table value (5.991) at 5% level of significance for a degree of freedom  $n=2$ , we conclude that the null hypothesis does not hold good, which means the two attributes are associated and it is not because of chance but it exists in reality. i.e. Team work and employee participation practices has a significant affect on growth and development of textile industries in M.P., India.

**Hypothesis H7- There is no significant affect of Working condition and related practices on growth and development of Textile industries, in M.P., India i.e. Working condition & related practices and growth & development of Textile industries are independent.**

The Chisquare test has enabled us to explain whether the two attributes i.e. Working condition and related practices and growth & development of Textile industries are associated. The analysis proves that the calculated value of Working condition and related practices (1.733) is less than its table value (7.815) at 5% level of significance for a degree of freedom  $n=3$ , we conclude that the null hypothesis holds good, which means the two attributes are independent and are not associated i.e. Working condition and related practices does not have a significant affect on growth and development of textile industries in M.P., India.

## **LIMITATION**

This is a pilot study for the Phd thesis. Though our questionnaire provides 89.9% reliability, we have still been able to improve on our questionnaire on the basis of the difficulties faced by the respondents in this study. Our respondents were HR managers/Officers of 60 different Textile concerns, which is seen as a limitation of this pilot study i.e. only one respondent from the industry and as it is identified limitation it could now be avoided in our coming up thesis which we will do by increasing the number of respondents in one industry

## CONCLUSIONS

This study has come out with a clear inference that out of the Eight main HRM practices six practices namely Manpower planning practices, Training and development practices, Performance appraisal practices, Compensation and incentive practices, Unionization practices, Team work & employee participation practices helps in achieving business objectives and therefore have positive effect on the growth and development of Textile industries .On the other hand, two practices namely Staffing practices and working conditions and other related practices does not help in achieving business objectives and therefore have no effect on growth and dvelopment of textile industries of Madhya Pradesh, India.

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**Annexure**

**Table-1  
Case Processing Summary**

		N	%
Cases	Valid	60	100.0
	Excluded <sup>a</sup>	0	.0
	Total	60	100.0

**Reliability Statistics**

Cronbach's Alpha	N of Items
.899	49

**Table-2  
Chi-Square Test**

**VAR00007**

	Observed N	Expected N	Residual
2.00	8	15.0	-7.0
3.00	22	15.0	7.0
4.00	19	15.0	4.0
5.00	11	15.0	-4.0
Total	60		

**VAR00017**

	Observed N	Expected N	Residual
2.00	14	15.0	-1.0
3.00	19	15.0	4.0
4.00	15	15.0	.0
5.00	12	15.0	-3.0
Total	60		

**VAR00022**

	Observed N	Expected N	Residual
2.00	1	15.0	-14.0
3.00	7	15.0	-8.0
4.00	31	15.0	16.0
5.00	21	15.0	6.0
Total	60		

**VAR00028**

	Observed N	Expected N	Residual
2.00	8	15.0	-7.0
3.00	14	15.0	-1.0
4.00	28	15.0	13.0
5.00	10	15.0	-5.0
Total	60		

**VAR00033**

	Observed N	Expected N	Residual
1.00	7	12.0	-5.0
2.00	7	12.0	-5.0
3.00	18	12.0	6.0
4.00	1	12.0	-11.0
5.00	27	12.0	15.0
Total	60		

**VAR00037**

	Observed N	Expected N	Residual
1.00	2	12.0	-10.0
2.00	12	12.0	.0
3.00	2	12.0	-10.0
4.00	16	12.0	4.0
5.00	28	12.0	16.0
Total	60		

**VAR00040**

	Observed N	Expected N	Residual
3.00	8	20.0	-12.0
4.00	19	20.0	-1.0
5.00	33	20.0	13.0
Total	60		

**VAR00049**

	Observed N	Expected N	Residual
2.00	14	15.0	-1.0
3.00	19	15.0	4.0
4.00	15	15.0	.0
5.00	12	15.0	-3.0
Total	60		