

## **A Descriptive Study to Explore Relationship between HR Practices and Employee Performance in Private Banks of Pakistan**

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*Received: August 29 2013*

*Accepted: October 26 2013*

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### **ABSTRACT**

Employee performance has always been a challenging phenomenon for the top management of organizations. Despite of many reforms in Human resource practices to enhance the employee performance, yet the desired level of employee performance is not achieved, that makes it more challenging. In today's world of highly competitive environment, only those organizations will survive that will compete their best for employee performance because it is key success factor for every organization. We suggest the top management to include employee training, performance appraisal, compensation and employee participation in their prime Human resource practices. Objective of this paper is mainly concerned with determination of any linkage/relationship among employee training, performance appraisal, compensation, and employee participation and employee performance. 150 respondents at Bahawalpur, Pakistan conducted a field survey. To check the data, the exploratory and confirmatory analyses were made. Proposed hypothesis were tested by regression analysis. The results were quite significant. Current study found positive significant relationship among employee performance and its factors (employee training, performance appraisal, compensation and employee participation).

**KEYWORDS:** Training, Employee Performance, Performance Appraisal, Compensation, Pakistan

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### **1. INTRODUCTION**

Whole world is formed faultlessly, where every component has its subsistence and still workout its functions based on strapping associations and combination among them. All objects are well responsive of their boundaries, which is the single motive they are transmitting the system of the universe. When compulsions are disturbed by any way, then their presentation misplaces its pace. In accumulation, each company is a blend of diverse divisions and sections, where every section consists of number of people and all people by means of diverse ideas, approaches, behaviors, ethics, attitude, traditions and understandings effort mutually for the accomplishment of a definite set of goals. Competent and valuable accomplishment of these goals is just feasible if every associate of the all sections should be well thoughtful of its tasks and boundaries, and they can assist each other with any task and can improve the scheme of the entire association.

The performance of a business depends mostly on the performance of its human resources. Flourishing businesses are becoming further responsive as there are numerous factors that add to the performance of the businesses but employees are obviously the majority serious. In the face of the scale and environment of an association, the action they desire, and the atmosphere in which it works, its accomplishment depends on employee's choices and their performance. To estimate performance of employees in the association is one of the most significant targets of the employment of human resource practices. In the aggressive situation of recent associations, they are continually civilizing the performance of their human resources by civilizing Human resource practices. Caliskan(2010) acknowledged that Human resource practices are an essential basis of cutthroat benefit. Numerous researchers have established that Human resource practices have an important and optimistic affiliation with the human resources performance. (Delery and Doty, 1996; Guest, 2002; Harley, 2002; Huselid, 1995; Qureshi et al., 2006; Tessema and Soeters, 2006).

Of the most recent two decades, the importance on Human resource practices is a vital and important section for performance of the firm. Successful Human resource practices develop organizational performance and direct to high profits. Datta et al. (2003) originate that the finest exercise of Human resource practices expose a well-built relationship with business competence. Human Resource management (HRM) has a fundamental liaison with the banks (Delery and Doty, 1996). In Pakistan, diminutive study has been completed to examine the alliance linking Human resource practices and recital of employees in the banking sector. Pakistan's private banking industry plays

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fundamental part in the economic growth of the state. Contemporary banking structure is required to gather the requirements of a rising nation (Zaidi, 2005). The last five years, the development and revival of the private banking segment in Pakistan has been implausible and ranked as the finest performing segment of Pakistan (Akhtar, 2007). According to OSEC business network Switzerland February 2011 report, "Banking segment of Pakistan contains of 36 commercial banks (as well as 25 local private banks, 4 public sector commercial banks and 7 foreign banks) and 4 specialized banks. Among these banks, there are 6 complete Islamic banks" (Consulate General of Switzerland, 2011).

Researchers have renowned for the study of the banking segment in Pakistan, as both conventional banking and Islamic banking co-exist. Pakistani banking segment generally focus just on the money market and for this cause Pakistan has not severely exaggerated through the latest collapse everywhere in the banking segment the same as Lehman Brothers (Zingales, 2008). Conventional banks have taken on the money market in Pakistan, but also focus to make available Islamic banking services to sustain client's assurance in their organization. This trend of banking earns a little attention in the world later than the global financial crisis. Wilson (2000) found that Islamic finance in the West also attracts the attention of non-Muslims to connect this rising segment. Another rationale of focusing on the banking sector is that the segment is the largest provider of employment. While this segment provides fair return for human resources contrasted to other sectors. Pakistan is a Muslim state because of spiritual matters (interest) tend to connect with the banks was extensively lower between home alumnae. At this time, because of the extremely fast development of Islamic finance, various Pakistanis commercial banks have too in progress to Islamic banking, which provoked alumnae to stick together this segment. Based on these specifics the researchers went to examine the impact of human resource practices in the banking segment of Pakistan using the reaction of staff through the review. The purpose of this article is to observe the affiliation among Human resource practices and performance of staff in the private banking segment of Pakistan. Though, there are several aspects that influence the performance of employees, but the study focused on the association between four Human resource practices (training, performance appraisal, compensation and employee participation), and employee performance. Thus, the outcome and domino effect of this research will facilitate the banking segment to get better or improve their policies for human resource practice. The residual article is organized as follows: literature review, collection of data and methodology, the empirical results of the study and the conclusions of this study. Private Banking segment of Pakistan has observed extraordinary development in latest years. To gain from rising market, private banks have need of the correct people for the correct post. To be a magnet for, keep and insert to share holder value of inventive HR practices must be applied.

## 2. LITERATURE REVIEW

HR practices and strategies of an association are main forces significantly to determine the behavior and insolvency employees. Human resource management takes many forms now, but the management of human resources in organizations is virtually to call people and maintain working relationships. Developing countries now consider vital element in effective HR growth policies than ever (Bennell, 1994; Budhwar and Debrah, 2001; Hilderbrand and Grindle, 1997; Kiggundu, 1989, Praha, 2004, World Bank, 1994). The majority of researchers showed that decreasing actual earnings, difficult work circumstances, management interference and private policy for decades formed frameworks officials in most developing countries has led to permanent demotivation and discouraged (Baron and Kreps, 1999; Das, 1998, Jaeger *et al.*, 1995; Kiggundu, 1989). Budhwar and Debrah (2001) exposed that numerous rising nations are faced with unexpected obstacles in developing due to the resource management outdated and unproductive (HRM) systems. Lately, the major emphasis on writing HRM was to develop the significance of effective administration of human resources business (Ardakani *et al.*, 2012; Rizwan *et al.*, 2011; Ahmad and Schroeder, 2003; Delaney and Huselid, 1996. Ichniowski *et al.*, 1997). There are several Human resource practices that influence employee' performance but we discuss the following four:

### 2.1. Training

Training its name strives to bridge the gap among staff and the main contents of their work atmosphere. It can be in the shape of knowledge the elderly, getting satisfaction, collaboration from their peers, and compliments and follows the assistants. It facilitates workers to actively contribute in the provision of support suggestion on their behalf and to carry on the management for the benefit of workers and the association. These features of training to build value in the observation of those whose minds think tanks turn about creating worth for the association through the effective use of all types of supplies, and the more important away of them as their workers. Associations all over the globe working with the concept of constant development in their work and employee performance, they must organize programs such as those that can shine the skills of workers and can build up skills that are necessary in the place of work, (Jie and

Roger, 2005). Training barely grows but also mentally organizes employees to improve their physical condition to be through the mentality active and creative thinking association (David, 2006).

Through the aptitude to intellectual and physical improvement of training workers in good health not just get ready worker's withdrawal to increase their performance, but it also includes characteristics for valuable capability of young workers (Becci, 2006). Organizations that produce physical culture, they must be extremely alert regarding their workers who do effort on these goods. Keep the image in mind with regard to consumer want; they will be capable to offer an enhanced form to worker's behavior with them through suitable guidance. In particular, the corporations that market their goods through its workers must educate their staff to modify according to client's needs and market trends (Hollenbeck, Derue and Guzzo, 2004).

Civilizing employee's self-efficacy will also work to push their performance level improved and efficient and increase their enthusiasm for their own account (Svenja, 2007). It is also possible thanks to the add in the content of the training program. The training aims to eliminate weaknesses and negative organizational outcomes and tends to improve traditional practices that add very little to approach the targets set (Kathiravan, and Devadason Zakkeer, 2006). Therefore, based on these sets of specifics about the effects of training, I guess:

***H1: Training affects the employee's performance positively.***

## **2.2. Performance Appraisal**

A comprehensive system of performance evaluation is the basic criterion for evaluating the performance of an individual, highlight potential future career, especially, to get better performance (Mullins, 2002). Lecky (1999) defines the system performance evaluation as a standard, which is placed in opposition to the execution of definite tasks, defining plus evaluating recent performance. It wants the participation and productivity as compensation, salary increases, the stage of anticipation, endorsement and scheduling management. In accumulation, there is a merit evaluation, which must be valuable to both parties and should be continuously evaluated in light of the requisite. The system clearly stated needs of the entity and therefore has extensive consequence of civilizing output. Dave and Wayne (2005) stated that performance assessment is a tool by which a person has been replicated by the contribution due to some own disappointment, and it has hurt prospect performance. Nevertheless, the study of Hassan (2007) found that Malaysia, the emphasis on worker progress has not yet been center stage in organizations.

The performance appraisal is a scheme that is essential to a number of main judgments for the organization, particularly about compensation (Wiese and Buckley, 1998). It permits mutually the worker and management awareness of worker manners and achievements more than an era of time (DeVries et al, 1981). Still if it is a requirement, executives usually fear conduct evaluation consultations in addition to evaluating dislike being evaluated (Tan and Torrington, 2004). The four major utilization of performance assessment is linking the human being, system preservation and certification (Cleveland et al., 1989). To take advantage of these performance evaluations, a scheme must be put in position. Clausen et al. (2008) states that:

[ . . . ] A useful performance appraisal work should clearly define the responsibilities of employees and assistance to the association inspires workers and makes a valuable contribution and important staff decisions.

***H2: The impact of performance appraisal on the employee performance is positive.***

## **2.3. Compensation**

The management should not fail to remember that there is a fresh approach towards job and family apprehension and duty. Now a day, people are not "disconnected" from the relatives business and duty, and for that reason the existence of a person working for one corporation during his job became exceptional. In addition to having stability between job and family life, they look for career prospects and better compensation for themselves and their kin (Ron, 1989. Thwala et al, 2012). Wherever it believes HRM day care, work distribution, parental leave, flexible working hours, training and retraining and work rotation as an incentive to reconcile the concerns elsewhere recompense review and reimbursement. Public is looking for traditions of life that is evocative and less complex and this new way of life has a real impact on how a worker should be provoked and handled. Human resources management has developed into very complicated now, when it was less problematical in the precedent when workers were mostly concerned with economic endurance (Brian, 1994; Myron, 1993).

Caruth and Handlogten (2001) clarified: "workers are optimistic when they are monetarily rewarded openly attached to their efficiency and effectiveness." Leonard (1990) believes that organizations are getting further boost profits on equity of these companies, which pay no attention to plans sufficient long-term incentives. Singh (2004) have shown that the compensation method is a manner supports workers with the commercial strategy of the

company. Tessema and Soeters (2006) accomplished that the positive relationship among worker performance and compensation activities. Shahzad et al. (2008) showed a constructive association practices reward the performance of academia professors in their search outcomes. Researchers should able to construct support by using hypothetical studies that compensation practices are correlated to employee performance. . Wright et al (2003) argued that the worker would exercise unrestricted attempt if good organism of performance administration is in position and is hold up by the remuneration organism associated with the system of performance administration.

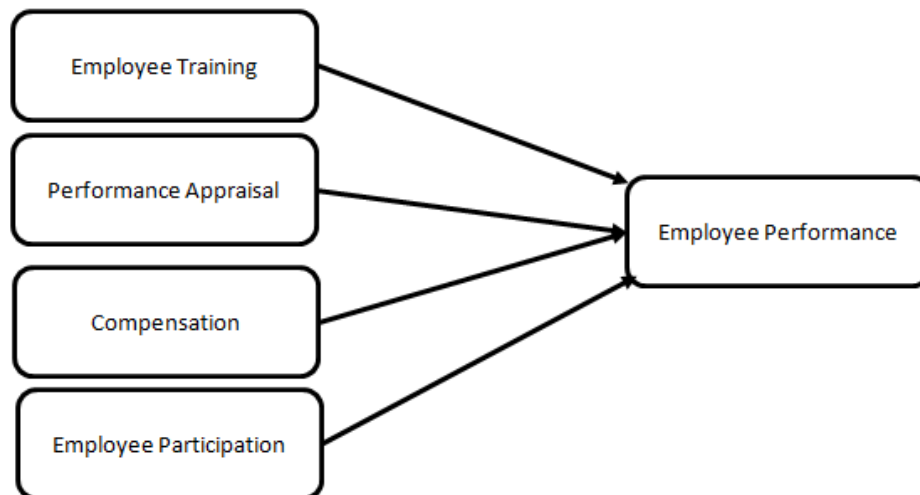
***H3: There is a positive relationship between compensation and employee performance.***

#### **2.4. Employee Participation**

Guest (2002) suggested that the impact of HR practices on performance depends on the reaction of workers to HR activities, although the impact moves in the trend of the opinion of HR activities by the worker. Wood (1999) and Guest (2002) pointed out that competence; the labor force is engaged and deeply involved that required for better implementation of the business strategy. Huselid (1995) found that the effectiveness of employees depend on the impact of HRM on employee behavior. Increasing the participation of employees, the company will benefit from increased employee productivity due to increased employee engagement. Most previous research has verified significant relationship between Human resource practices and provided employees (Salt, 2006).

Collins (2005) in a search of a similar nature targeting small businesses have found that effective Human resource practices results significantly impact employees (employees used the results were different from ours). Mr. Tahir Masood Qureshi (2006) conducted a search regarding the impact of Human resource practices on organizational performance in Bahawalpur, Pakistan. His results were in favor of our hypothesis that Human resource practices system organizational performance through effective employee performance.

***H4: There is a positive relationship between participation and the performance of the employees.***



**Theoretical framework of the study**

### **3.0. METHODOLOGY**

The current study is descriptive in its nature. Descriptive study tries to describe some object, phenomena or some particular situation. Descriptive researches are those who describe some existing situation rather than to interpret or making their own judgments or decisions. The main objective of descriptive study is verification of proposed hypothesis that reflect the present situation.

#### **3.1. Sample/Data**

In order to collect the data for understanding the impact of proposed variables of the study on employee performance 200 participants that are working in different private banks are requested to participate. The population of the current study is working professionals and employees in different private banks. The current study uses a non-probability sampling technique i.e. convenience sampling method. Convenience sampling is a sampling method that

collects the data or required information from the sample members that are conveniently available (Zikmund, 1997). Convenience sampling method enables the researchers to collect the relevant information speedily and with cost economy. It has been ensured that these sample members are working in a private bank and having enough understanding regarding the explanatory variables of the study. All these sample members are working in different private banks of Bahawalpur, Pakistan. For data collection, survey method was employed and a structured self-administered questionnaire was used as an instrument.

**3.2. Instrument/Measures**

The survey instrument of the current study address two major purposes. First is to collect the demographic information of the respondents and second is to obtain their opinions regarding the research variables to analyze the relationship between these variables.

The survey instrument contains two sections. Section 1 includes different personal and demographic variables. This section will obtain the respondent’s information about gender, age, experience and education. Section 2 includes the latent variables that are important in the current study. These variables include employee training, performance appraisal, compensation, employee participation and employee performance. This section of the study is developed based on the past literature and already used questionnaires (Table 1).

The scales of the study were adopted from the previous literature and published studies. The first four variables of the study were employee training, performance appraisal, compensation and employee participation. Employee training have six items, performance appraisal have seven items, compensation have five items and employee participation have three items and all these scales are adopted from Marwat et al (2005). The last variable of the study was employee performance with three items and this scale was adopted from Bowra et al (2011).

**Table 1: Scales of the study**

No.	Variables	Items	References
1	Employees Performance	<ul style="list-style-type: none"> <li>• My performance is better than that of my colleagues with similar qualifications.</li> <li>• I am satisfied with my performance because it is mostly good.</li> <li>• My performance is better than that of Bankers with similar qualifications in other Banks.</li> </ul>	(Bowra et al., 2011)
2	Training	<ul style="list-style-type: none"> <li>• Our organization conducts extensive training programs for its employees in all aspects of quality.</li> <li>• Employees in each job will normally go through training programs every year.</li> <li>• Training needs are identified through a formal performance appraisal mechanism.</li> <li>• There are formal training programs to teach new employees the skills they need to perform their jobs.</li> <li>• New knowledge and skills are imparted to employees periodically to work in teams.</li> <li>• Training needs identified are realistic, useful and based on the business strategy of the organization.</li> </ul>	(Marwat et al., 2005)
3	Performance Appraisal	<ul style="list-style-type: none"> <li>• Performance of the employees is measured on the basis of objective quantifiable results.</li> <li>• Appraisal system in our organization is growth and development oriented.</li> <li>• Employees are provided performance based feedback and counseling.</li> <li>• Employees have faith in the performance appraisal system.</li> <li>• Appraisal system has a strong influence on individual and team behavior.</li> <li>• The appraisal data is used for making decisions like job rotation, training and compensation.</li> <li>• The objectives of the appraisal system are clear to all employees.</li> </ul>	(Marwat et al., 2005)
4	Compensation	<ul style="list-style-type: none"> <li>• Job performance is an important factor in determining the incentive compensation of employees.</li> <li>• In our organization, salary and other benefits are comparable to the market.</li> <li>• In our organization, compensation is decided on the basis of competence or ability of the employee.</li> <li>• The compensation for all employees is directly linked to his/her performance.</li> <li>• In our organization, profit sharing is used as a mechanism to reward higher performance.</li> </ul>	(Marwat et al., 2005)
5	Employee Participation	<ul style="list-style-type: none"> <li>• Employees in this organization are allowed to make decisions related to cost and quality matters.</li> <li>• Employees in this organization are asked by their superiors to participate in operations related decisions.</li> <li>• Employees are provided opportunity to suggest improvements in the way things are done here.</li> </ul>	(Marwat et al., 2005)

### 3.3 Procedure

The questionnaires were distributed among 175 employees of different private banks in Bahawalpur. Before giving the questionnaires to the respondents, the purpose of the study and questions were explained to these respondents so they can easily fill the questionnaires. A total of 150 questionnaires were selected and the rest of the questionnaires were discarded due to invalid or incomplete responses. After selecting these completed questionnaires, the data was entered into SPSS 17 for further regression analysis.

### 3.4. Reliability Analysis

The reliability of the scales has been measured with the help of cronbach alpha technique. According to Nunnally (1998) the alpha values of these variables should be greater than 0.5. After conducting the reliability analysis, it was confirmed that all the variables of the current study were reliable to capture the opinions of the employees for the given research variables.

**Table2: Reliability of Measurements**

Scales	Items	Cronbach alpha
Employee Performance	3	0.553
Training	6	0.772
Performance Appraisal	7	0.777
Compensation	5	0.716
Employee Participation	3	0.657

## 4.0. RESULTS AND ANALYSIS

### 4.1. Profile of the Respondents

Personal and demographic information such as marital status, age, income, education and occupation has presented in the following table (Table 3).

**Table3: Profile of the Respondents**

Variable	Category	Frequency	Percentage
Gender	Male	97	64.7
	Female	53	35.3
Age	15-20 year	2	1.3
	20-25year	56	37.3
	25-30yaer	52	34.7
	30-35year	19	12.7
	35-40year	12	8.0
	above 40 year	9	6.0
Education	Matriculation	4	2.7
	Intermediate	7	4.7
	Bachelor	42	28.0
	Master	77	51.3
	MS/M. Phil	18	12.0
	PHD	2	1.3
Experience	1-5 years	79	52.7
	6-10 years	40	26.7
	11-15 years	13	8.7
	16-20 years	7	4.7
	20 years or above	11	7.3

### 4.2. Hypothesis Testing

#### Hypothesis to be tested

*H1; Training affects the employee's performance positively.*

*H2: The performance appraisal is positively correlated with the employee's performance.*

*H3: The compensation is positively correlated to the perceived performance of employees*

*H4: Employee participation is positively correlated with the performance of the employee.*

#### 4.2.1. Impact of Training on Employee Performance:

According to the regression results of the study, Training has a significant positive association with Employee Performance with (Beta=0.269) and ( $p = 0.006$ ). The results show that Training has significant positive impact on Employee performance by contributing 26.9% towards employee performance. This validates our H1.

**4.2.2 Impact of Performance Appraisal on Employee Performance:**

The regression results of the study confirm the significant positive relationship between Performance Appraisal and Employee Performance with (beta=0.239) and (p = 0.018). According to these results, Performance Appraisal contributes 23.9% to Employee Performance. These results validate H2.

**4.2.3 Impact of Compensation on Employee Performance:**

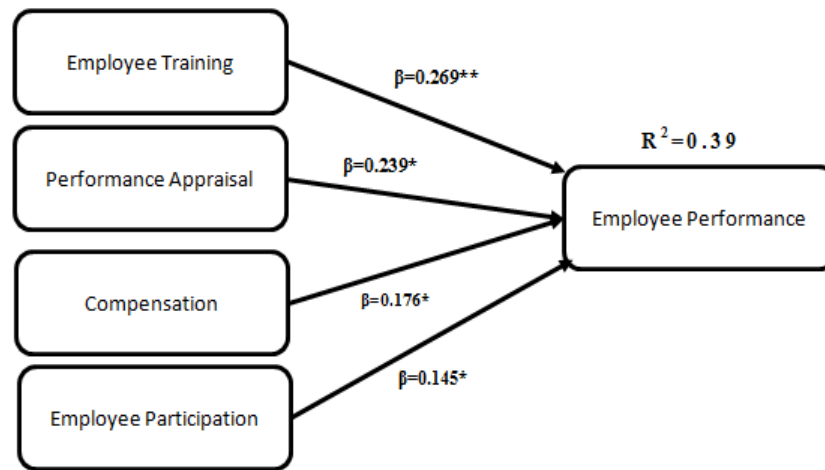
The regression results of the study confirms the significant positive relationship between Compensation and Employee Performance with (beta=0.176) and (p = 0.046). These results show that Compensation contributes more than 17% towards Employee performance. These results validate H3.

**4.2.4 Impact of Employee Participation on Employee Performance:**

The regression results of the study confirms the significant positive relationship between Employee Participation and Employee Performance with (beta=0.145) and (p = 0.03). According to these results, Employee Participation contributes more than 14% towards Employee Performance. These results validate H4.

**Table 4. Regression Results**

Hypothesis	Model Variables	Estimate	S.E.	C.R.	P	Results
H1	TR → EP	0.269	0.092	2.802	0.006	Supported
H2	PA → EP	0.239	0.097	2.390	0.01	Supported
H3	EC → EP	0.176	0.101	.2714	0.04	Supported
H4	EPar → EP	0.145	0.080	.2472	0.03	Supported



**Figure 2: Structural Research Model**

**5. DISCUSSION**

Despite of the advancement of modern world and changing circumstances, it has become obvious for the organizations to compete for competent work forces called efficient employees. Today, organizations are working under immense competition and dynamic environment. Efficient work forces are the real strength of the organizations. The top management must ensure efficient Human Resource policies regarding their work forces. An effective HR policy must include special consideration about employee training, performance appraisal, and employee compensation and employee participation. There is numerous research works in this regard. Our main aim of the paper is to sort out the strength of relationship that heavily affects the performance of the employees.

The focus of our research was to describe the effect of HR practices on employee performance in private banking sector in Pakistan. We analyzed the effect of employee training, performance appraisal, employee compensation and employee participation on employee performances. We start our discussion from Employee Training.

Employees of private banking showed mixed response towards this variable. But still we found a significant positive relationship between employee training and employee performance. As employees get more training schedule, their performance tends to increase in the same manner. Extensive training programs, yearly training programs and new

knowledge training programs were very popular among all the employees. Training on new work force also extends the level of employee performance. Hence, there is well-built association between training and performance.

Another important variable is performance appraisal which also has strong positive relation with employee performance. During our research we found that almost every employee was agree with the statement that employee performance should be measured at regular intervals that might lead towards a positive impact on employee performance. Our research has originate a significant constructive association between performance appraisal and employee performance.

Employee compensation is one the most important factor that has a direct influence on the employee performance. Job incentives, salary packages and other benefits are key factors in determining employee compensation. All the respondents were very keen about employee compensation. In arrange to improve up the performance of the workers, it is necessary that organization must include employee compensation in their Human resource practices. The organization's objective is directly linked with the employee performance. Meanwhile our research has found significant positive linkage between employee compensation and employee performance.

Another important factor that influences directly on employee performance is employee participation. Freedom of opinion and participation in relevant work decision are the major elements of employee participation. Employee performance is increased when employees are given chances to take participation in management decisions. Employees can play a vital role in management decisions like cost to quality decisions and operation's related decisions. When employees have freedom to suggest about the operations and other matters of the organization then success of the organization is pretty sure. In the same way, employees get some involvement of the management environment that boost up the employee performance at a rapid scale. Our research finds a significant positive relationship between employee participation and employee performance. So, we can conclude the discussion in a way that organizations must include efficient Human resource practices regarding their work forces so that highest level of performance of employees may achieved.

## 6. Conclusion

The present research examines the important role of training, employee participation, compensation and performance appraisal on employee performance. The results of the study confirm the significant positive influence of these variables on employee performance. From the most recent two decades, the importance on Human resource practices is a vital and important section for performance of the firm. Successful Human resource practices develop organizational performance and direct to high profits. All the hypothesized variables were found significant and contributes towards the performance of employees in a given organization. Among these variables, training is the most effective variable due to its high beta value and suggests that training not only develop the professional capability of the employees but also contributes towards their better performance. The significant effect of performance appraisal demands the attention of the organizations to provide timely and relevant feedback to their employees. Compensation and employee participation is also important for the performance of the employees. However, for employee participation again the firm needs to train them to cop up with the daily problems of their jobs. This suggests that any attempt to involve employees without giving them the ability and capacity such as training in decision-making and problem solving is bound to fail.

## Acknowledgment

The authors declare that they have no conflicts of interest in this research.

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