

Human Resource Planning, Selection and Training Practices of Nepalese Pharmaceutical Companies of Nepal

Tara Prasad Gautam

PhD Scholar, Mewar University, Chittorgarh, Rajasthan, India

Prof. Dr. Santosh Raj Poudyal

Professor Tribhuvan University, Nepal

Corresponding author

Tara Prasad Gautam

Email: jun_tara2002@yahoo.com

Abstract

Pharmaceuticals Company produces and designs pharmaceutical products: drugs, infusion products, and medical equipments which are directly related to the human health and environment. So, its quality should be better and beneficial to the human health. It needs the effective human resource (HR) planning, selection of trained and qualified employees and need to provide adequate required training to update, refresh and for new knowledge. So, the study aims to identify the HR planning, selection and training practices of Nepalese Pharmaceutical companies of Nepal. The study was conducted among the 576 employees from random sampling technique. The structured questionnaire survey was done to collect the quantitative data. The study was based on the pure quantitative design. The factor analysis, mean value and frequency distribution was done from the statistical analysis. The study found that majority of companies had average level of practice of HR planning, selection process of employees and training provision to the employees. The result was not fully satisfactory from the management perspective so there is needed to aware the management to strengthen the HRM practices of their respective companies. Further study can explore the causative factors associated with HR planning, selection and training.

Keywords

Human Resources, Pharmaceutical companies, Planning, Selection, Training

1. Introduction

1.1 Background

Pharmaceuticals Company is a rising economic sector in Nepal. It produces and designs pharmaceutical products: drugs, infusion products, and medical equipments. The product is not confined only open sale but it also deals with doctors, nurses, hospitals, pharmacists and researchers for further development. Nepali pharmaceutical companies produce products not only for the home country but also for exporting to different countries. This trend of exporting volume and profit generation is up warding.

Human resource management (henceforth HRM) is the effective management of people at work. Beardwell defines HRM as the philosophy, policies, procedures, and practices related to the management of people within the organization (Beardwell, 2004). Similarly, Senyucel talks that HRM as a combination of people centered management practices that recognize employees as assets geared to creating and maintaining skillful and committed workforce for achieving organizational goals (Senyucel, 2012). Mondy and Noe believe that HRM is the utilization of individuals to achieve organizational objectives (Mondy & Noe, 2005, p. 25). Similarly Denisi and Griffin suggest that HRM is the comprehensive set of managerial activities and tasks concerned with developing and maintaining a qualified workforce (Denisi & Griffin, 2009). Human resource is a way that contributes to organizational effectiveness. In most of today's organizations, the role of HRM has become quite important (Blake, 1995) because it determines the overall organizational performances.

Satisfied and efficient human resources are the key factor for any organization to face the challenges of today's business. Moreover, the growth, development and expansion of the organization are highly dependent on their performance. In addition, employees' performance is related with the satisfaction of employees. To create a satisfied, productive and efficient workforce, for any organization, proper HRM policies and practices are imperative. It is also true for pharmaceuticals companies in Nepal. Proper HRM practices can ensure satisfied and efficient workforce to continue the pace of growth of this industry. The study is an attempt to find out the impact of HRM practices on the employees' job satisfaction of pharmaceuticals companies in Nepal.

1.2 Theoretical Review

HRM is the prominent success factor of an organization. Yu and Egri found that HR practices had a significant impact on the effective commitment of employees on Chinese firms (Yu & Egri, 2005). Sophisticated recruitment and selection system can ensure a better fit between the individual's abilities and the organization's requirement (Fernandez, 1992). Katou and Budhwar discussed in a study on Greek manufacturing firms that recruitment and selection was positively related to all organizational performance variables such as effectiveness, efficiency, innovation, and quality (Katou & Budwar, 2007). DeCenzo and Robbins suggested that employee training has become increasingly important as job have become more sophisticated and influenced by technological changes (DeCenzo & Robbins, 1996).

Human Resource Planning

The resource based view supporting the human resource planning can be a major source of competitiveness for the organization. It can be only achieved if human resource planning is consistent with both organizational objectives which we name internal fit and it must be flexible in nature so that through different human resource activities. It can build up capabilities so that the organization will be able to respond quickly to the external environment named external fit

(Muhammad Ali & Iqbal, 2012). Human resource planning is generally defined as the process that identifies the number of employees a company requires in terms of high quality and quantity, hence it is seen as an ongoing process of regular and structured planning (Aslam, Aslam, Ali, Habib, & Jabeen, 2013). The main purpose of human resource planning is to make sure that employees have best level of interaction with their jobs. Also, this planning process confirms that employees are in right number as required i.e. there is neither a surplus of manpower nor a shortage. The three fundamental functions of human resource planning include a) labor forecast, b) managing demand for employees and available supply in market and c) keep a balance between labor supply and demand predictions.

Selection of Employees

The practice of selection is a decision-making activity or a psychological calculation of appropriateness (Price, 2004). Organizations that adopt appropriate selection processes are guaranteed to hire employees with the right skills and levels of confidence for a particular job (Pfeffer, 1994; Huselid, 1997). Some researchers found that prerogative recruitment and selection practices positively affect organizational performance (Harel & Tzafrir, 1996). Delery and Huselid found that effective recruitment and selection processes positively affect organization performance (Delaney & Huselid, 1996). By studying the employee recruitment, retention, and performance strategies in the Nigerian civil service, Gberevbie emphasized the importance of adopting appropriate employee recruitment and retention strategies to improve organizational performance (Gberevbie, 2010). In the Nepalese context, most of the non-governmental and private organization publish the notice of vacancy and take the face to face interview. Some organization also takes the written exam before oral test. In the governmental organization, basically for the permanent job, written exam is must followed by other oral presentation and individual interview.

Training

Training and development is an important element of HRM (Vlachos, 2009). Organizational performance may benefit from training and development in several ways (Subramaniam, Shamsudin, & Ibrahim, 2011, p. 32). Training is a marshaled activity that aims to impart instructions or information to improve the performance, knowledge, or skills of the trainee (Saed & Asgher, 2012). Development refers to the activities that help individuals attain new knowledge or skills that are necessary for their personal growth. All-inclusive training and development programs help trainees to focus on the skills, attitudes, and knowledge that are necessary to achieve goals and to generate competitive advantages for an organization (Pfeffer, 1998). Apospori, Nikandrou, Brewster, and Papalexandris (2008) found that training has a significant effect on organizational performance (Apospori & Papalexandris, 2008). The training and development could influence the performance of an organization because the skills, knowledge, and abilities of employees could be improved continuously (Subramaniam, Shamsudin, & Ibrahim, 2011). Significant relationship exists between training and development and organizational performance (AL-Qudah & Al-Shatanawi, 2014). Several researchers have reported that training can positively affect productivity, and employees and employers can receive mutual benefits from training (Conti, 2005).

The above literature review shows that there have been several studies on HRM practices in international level. In Nepal, however, there is a research gap in this area especially on pharmaceuticals companies. Hence, the study is undertaken.

1.3 Research Objective

The main objective of this study was to find out the impact of HRM practices on human resource planning, training and selection in pharmaceutical companies of Nepal.

2. Materials & Methods

The study was conducted in the major cities of Nepal among the pharmaceutical companies. The study was based on the cross-sectional descriptive research design. Companies were selected randomly from the registered list received from the Company Registered Office. The structured questionnaire survey was done to collect the data from 576 employees. The study was purely quantitative. The respondents were selected from the random sampling technique. The statistical model was run to identify the HRM planning, selection of employees and training provided to employees by companies. Factor analysis was done to reduce the size of variables and identified the factor loading of each variable. .5 was considered the cutoff point for the factor loading. KMO and Bartlett's Test was done to check the adequacy of sample and significance of data for the further analysis. Besides that mean value and frequency distribution was also analyzed and presented in the tabular form.

3. Result & Discussion

Factor Analysis of Human Resource Planning

The following Table 1 show that the KMO value is .849 which indicates the adequacy of sampling for the further analysis. Similarly, the significant value is less than .05 so the selected variables are used for the analysis and interpretation. From the Principal Component Analysis, rotated component matrix shows the value of factor loading. The value less than .5 is not included for the analysis. Nine variables are included to measure the human resource planning in Nepalese organizations. The factor loadings are minimum .514 to maximum .790.

Table 1: Factor Analysis of Human Resource Planning

KMO and Bartlett's Test^a		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.849
Bartlett's Test of Sphericity	Approx. Chi-Square	1684.994
	Df	36
	Sig.	.000
a. Based on correlations		
Rotated Component Matrix		
		Factor Loading

Staff replacements in the organization are done immediately an employee leaves the organization	.514
The organization determines in advance the positions that are to be vacant	.992
The organization has an ideal number of staff required to perform its functions.	.575
The skills acquired by staff in the organization determine their area of deployment.	.618
There is an elaborate succession planning in the organization.	.720
The organization has put in place a human resource plan that helps it in achieving its goals	.761
The human resource plan in the organization takes into account relevant labour legislations	.744
The organization has elaborate plans for all its labour requirements	.790
The human resource plan in place supports the organization's mission, vision and values	.724
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.	
a. Rotation converged in 3 iterations.	

Source: Field Survey, 2017

Frequency Distribution of Human Resource Planning

Most of the established organizations have their own organizational HRM policy which guides the overall planning and implementation of human resource. It is general principle that sound planning can be effectively implemented. The study had raised many questions related to HR planning to identify the practice of selected pharmaceutical companies.

The study has measured the various practices of human resource planning of Nepalese organizations; basically pharmaceutical companies. The study asked the question related to practice of staff replacement, determine in advance about the possibility of position to be vacant, ideal size of staffs, skill required for the staffs, planning to achieve the goal, planning relevant with legislations, plans for labor requirement, plans to support the mission, vision and value of organization. The mean value of all measured variables is more than average (3) which indicates that the practice of human resource planning is good in all organizations.

The frequency data presented in Table 2 shows that in total response of 'Agree and strongly agree' ranges from 41% to 61% in measured variables whereas 28% to 44% respondents had given response in average in Five point Likert's scale. The range of mean value was minimum 3.32 for the question 'the organization determines in advance the positions that are to be vacant' and maximum mean value was 3.73 for the question, 'the skills acquired by staff in the organization determine their area of deployment'.

Table 2: Frequency distribution of Human Resource Planning

		Strongly Disagree	Disagree	Average	Agree	Strongly Agree	Total	Mean
1. Staff replacements in the organization are done immediately an employee leaves the organization	%	3.0	12.2	30.7	33.3	20.8	100.0	3.57
2. The organization determines in advance the positions that are to be vacant	%	6.4	15.6	30.9	33.3	13.7	100.0	3.32
3. The organization has an ideal number of staff required to perform its functions.	%	.9	6.1	36.6	36.8	19.6	100.0	3.68
4. The skills acquired by staff in the organization determine their area of deployment.	%	.3	9.5	28.8	39.2	22.0	100.0	3.73
5. There is an elaborate succession planning in the organization.	%	4.9	7.5	37.8	34.2	15.6	100.0	3.48
6. The organization has put in place a human resource plan that helps it in achieving its goals	%	1.6	11.8	36.6	36.6	13.4	100.0	3.48
7. The human resource plan in the organization takes into account relevant labour legislations	%	1.6	13.5	37.2	33.9	13.9	100.0	3.45
8. The organization has elaborate plans for all its labour requirements	%	1.9	11.8	44.4	29.3	12.5	100.0	3.39
9. The human resource plan in place supports the organization's mission, vision and values	%	1.7	10.8	37.3	35.2	14.9	100.0	3.51

Source: Field Survey, 2017

Human resource planning and its implementation is important for the effective management of human resource in any organization. All employees should have knowledge of organizational mission, vision and objectives and they should be motivated to achieve it. The findings of this study does not only show the HR planning but also gives the idea about the knowledge of HR planning among the employees. The finding shows that only 41.8% respondents agreed and strongly agreed that the organization had elaborated plans for all its labour requirements whereas 44.4% respondents gave the response in average. Similarly, 56.4% agreed that the organization had an ideal number of staff required to perform its functions. Maximum respondents (61.1%) believed that the skills acquired by staff in the organization could determine their area of deployment. 54.1% respondents said that staff replacements in the organization were done immediately when there would be vacancy.

In totality of response, it is found that there is HR planning practice in all organizations but it was not as strongly implemented effectively as the response of employees. In overall, the result indicates that the human resource planning practice of studied organizations was moderately

satisfactory level. So, there was need of improvement in HR planning. HR planning should address the issue of recruitment, replacement, mobilization, empowerment, motivation, and evaluation etc of employees in relation to the organizational goal.

Factor Analysis of Human Resource Selection Practice

There are various activities done under the HRM practices. Selection of human resource as the requirement of organization itself is challenge. Vacancy announcement, collection of application, short listing of appropriate application, recruitment process are some of the activities needed to be performed by organization to select the employee. It is very challenging to select the qualified and experienced person of similar field as the nature of job so sometimes organization has to select the fresh candidate and need to provide the training before assigning the task.

The study had asked some related questions to know the human resource selection practice of studied organizations. Basically, the study measured the selection systems followed in organizations, involvement of line managers and HR managers in selection process, examination system applied to select the employee, and selection of those having good experience, skillful and positive attitude. There were only four questions asked to measure the HR selection practice. The KMO value is shown .790 which indicates the adequacy of sampling and Bartlett's Test of Sphericity is significant ($p = .000$) so the data are good for further analysis. The factor loading value of each variable is minimum .747 to .842.

Table 3: Factor analysis of Human Resource Selection Practice

KMO and Bartlett's Test^a		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.790
Bartlett's Test of Sphericity	Approx. Chi-Square	865.315
	Df	6
	Sig.	.000
a. Based on correlations		
Component Matrix^a		
		Factor Loading
The selection systems followed in our organization are highly scientific and rigorous		.837
In our organization, line managers and HR managers participate in selection.		.747
Valid and standardized tests are used when required in the selection process		.842
Selection system in our organization selects those having the desired knowledge, skills and attitudes		.829
Extraction Method: Principal Component Analysis.		
a. 1 components extracted.		

Source: Field Survey, 2017

Frequency Distribution of HR Selection Practices

The data presented in Table 4 show that in total respondents, 38.5% (average), 41.1% (agree) and 4.5% (strongly agree) with mean value 3.28 said that the selection systems followed in their organization was highly scientific and rigorous. Similarly, 37.7% (average), 36.3% (agree) and 13.5% (strongly agree) with mean value 3.48 said that in their organization, line managers and HR managers participated in HR selection.

Table 4: Frequency distribution of HR selection practices

Statements		Strongly Disagree	Disagree	Average	Agree	Strongly Agree	Total	Mean
1. The selection systems followed in our organization are highly scientific and rigorous	%	6.6	9.2	38.5	41.1	4.5	100.0	3.28
2. In our organization, line managers and HR managers participate in selection.	%	3.0	9.5	37.7	36.3	13.5	100.0	3.48
3. Valid and standardized tests are used when required in the selection process	%	6.8	10.4	42.5	33.5	6.8	100.0	3.23
4. Selection system in our organization selects those having the desired knowledge, skills and attitudes	%	4.5	7.8	38.0	39.8	9.9	100.0	3.43

Source: Field Survey, 2017

The findings also show that 42.5% (average), 33.5% (agree) and 6.8% (strongly agree) with mean value 3.23 said that their organization used valid and standardized tests in the HR selection process. The study also identified about the criteria set for desired qualification, experience, skill and attitude of potential employees. The finding shows that 38.0% (average), 39.8% (agree) and 9.9% (strongly agree) with mean value 3.43 said that selection system in their organization selected those having the desired knowledge, skills and attitudes.

Factor Analysis of Training Practices

Training presents a prime opportunity to expand the knowledge base of all employees. Training and development provides both the company as a whole and the individual employees with benefits that make the cost and time a worthwhile investment. A training program allows employee to strengthen those skills that each employee needs to improve. An employee who receives the necessary training is better able to perform her job. She becomes more aware of safety practices and proper procedures for basic tasks. The training may also build the employee's confidence because s/he has a stronger understanding of the industry and the responsibilities of her/his job. This confidence may push employee to perform even better and think of new ideas that help her/his excel. Continuous training also keeps the employees on the cutting edge of industry developments. Employees who are competent and on top of changing industry standards help the company hold a position as a leader and strong competitor within the industry (Frost, 2018). Thus, training is

important for all employees for their skill growth and development. Training programs are designed by the HR department on the need and interest of employee which was explored by this study among the studied pharmaceutical companies of Nepal.

Before processing in further analysis, the study did the factor analysis and found the KMO value = .799 which indicates the adequacy of sampling and Bartlett's Test of Sphericity shows the significant value = .000. The data was appropriate for the further analysis. The factor loading of each variables were more than .65. The data presented in Table 5 shows that minimum value of factor loading is .657 and maximum .976.

Table 5: Factor analysis of Training Practices

KMO and Bartlett's Test^a		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.799
Bartlett's Test of Sphericity	Approx. Chi-Square	1316.624
	Df	15
	Sig.	.000
a. Based on correlations		
Rotated Component Matrix^a		
		Factor Loading
Our organization conducts extensive training programs for its employees in all aspects of quality		.976
Employees in each job will normally go through training programs every year.		.657
Training needs are identified through a formal performance appraisal mechanism.		.695
There are formal training programs to teach new employees the skills they need to perform their jobs.		.788
New knowledge and skills are imparted to employees periodically to work in teams		.804
Training needs identified are realistic, useful and based on the business strategy of the organization.		.844
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Source: Field Survey, 2017

The above Table 5 has shown the factor loading of each variables.

Frequency Distribution of Training Practices

The Table 6 has presented the frequency distribution of variables measured to identify the practice of training among the studied organizations. During the face to face discussion with HR manager

and employees, they shared that the training program was very important for the better performance of employee which could contribute in the organizational performance. Each organization had done some types of training for their employees but one short training is not adequate for the long term benefit and performance so there is need of continuation and regularity. Organization should have follow up training to refresh the knowledge so considering these aspects; the study had asked about the planning and practices of training.

The frequency data presented in the below Table 6 show that 46.4% respondents agreed that their organization conducted extensive training programs for employees in all aspects of quality whereas 32.8% reported the average level of practice of training. Similarly, only 38.7% agreed that employees in each job had normally got through training programs every year whereas 37% given the response in average practice. The result shows that only 37% agreed that the training needs were identified through a formal performance appraisal mechanism whereas 41% reported the average practice.

The study also discussed on the issue of formal training programs to teach new employees the skills they need to perform their jobs. In total respondents, 36.3% agreed that the organization had provision to provide need base training to new employees to perform their job whereas 44.1% gave the average response (neither agree nor disagree) on it. There is need of knowledge to work in team for the fast and efficient work performance. The organization also orients their employees to work in team. Joint effort and participatory approach is very effective for work done. In this connection, the study found that only 39.3% agreed on it whereas still 41.1% respondents gave the neutral answer. Finally, the study asked the respondents about the training needs identified were realistic, useful and based on the business strategy of the organization or not. In answer, only 36.2% agreed that it was realistic and useful whereas 43.8% could not decide that whether it was realistic or not.

Table 6: Frequency distribution of Training Practices

Statements		Strongly Disagree	Disagree	Average	Agree	Strongly Agree	Total	Mean
1. Our organization conducts extensive training programs for its employees in all aspects of quality	%	1.6	19.1	32.8	42.7	3.8	100.0	3.28
2. Employees in each job will normally go through training programs every year.	%	6.6	17.7	37.0	31.9	6.8	100.0	3.15
3. Training needs are identified through a formal performance appraisal mechanism.	%	3.0	19.1	41.0	33.5	3.5	100.0	3.15

4. There are formal training programs to teach new employees the skills they need to perform their jobs.	%	2.8	16.8	44.1	29.2	7.1	100.0	3.21
5. New knowledge and skills are imparted to employees periodically to work in teams	%	6.4	13.2	41.1	34.4	4.9	100.0	3.18
6. Training needs identified are realistic, useful and based on the business strategy of the organization.	%	5.9	14.2	43.8	29.9	6.3	100.0	3.16

Source: Field Survey, 2017

The mean value of each variable was minimum 3.15 to maximum 3.28. The mean value has indicated the average response of all respondents which shows that employees were not fully satisfied from the training practice of studied organization. The concerned companies have to improve the training practices on the basis of need and objective of companies. The average response of respondent was high in each question related to training practice of their organization which is not satisfactory answer. So, HR department should plan and provide the training to improve the quality service, capacity, performance, building team work and increase the motivation of employees.

4. Conclusion & Recommendation

The study had measured the HRM planning, selection process of employees and training to employees provided by companies. There were 14 indicators under the HRM planning, 4 indicators under the selection process of employees and 6 indicators under the training practices. The factor loading value was more than .5 in all indicators and KMO and Bartlett's Test shows the significant value of collected data. It is found from the analysis of data that the HRM practices of pharmaceutical companies were neither very not nor very bad; average response (Mean value was close to the average (3)) was found from the majority of respondents. The result was not well satisfactory from the perspective of well management because it was seemed from the discussion that employees were not fully satisfied with the HRM practices of companies. Private companies are under the ownership of limited people oriented to profit gain. It needs well management for the sustainable growth and development which can support to increase the profit. There was need of further study to measure the causative factors of HRM planning, selection process and training provision because these factors should be very effective and need to score more than 80% to ensure the better performance of companies. The management of companies should be more aware about the importance of improvement in HRM practices as whole.

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