

A Study on HRM Practices and Organizational Performance in Hospitals

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Abstract

The purpose of this paper is to study the relationship among the HRM Practices, and Organizational Performance in the Hospitals. Some people treat HRM as the entire field of people management without specific favorable approach. On the contrary, others focus on the hard dimension, likely to apply a utility approach to the management of human resource such as through utilization of a highly committed and capable workforce in order to maximize the output of individual and organization. For this study, a sample of 250 paramedical staff was drawn from the population of 600 paramedical staff using a structured questionnaire from four leading Hospitals in NCR region. The results of Partial Least Square Path Modeling have shown that out of five HRM practices, two practices viz., Recruitment and Selection, Training and Development are found to be significant predictors of organization performance. Organizations have increasingly recognized the potential for their people to be a source of competitive advantage. HRM practices has the ability to create organizations that are more intelligent, flexible and competent than their rivals through the application of policies and practices that concentrate on recruiting, selecting, training skilled employees and directing their best efforts to cooperate within the resource bundle of the organization.

Keywords: organizational performance, HRM practices, Partial Least Square- Path Modelling (PLS-PM)

1. Introduction

The strategic business objectives of the enterprise are achieved through the efficient use of people, which is known as human resource management (HRM) (Stone, 2009). According to Storey (1995), HRM has both "soft" and "hard" dimensions. Some people treat HRM as the entirety of "people management," without any particular approach that works well. Others, on the other hand, place more emphasis on the "hard" component and are more likely to use a utilitarian approach to the management of human resources, such as by utilising a highly talented and devoted staff to maximise personal and organizational production. The "best-fit" model and the "best-practice" model are the two prominent normative models in HRM research influencing how businesses should make choices regarding labour

management (Boxall and Purcell) (2000). According to the "best-fit" approach, HR strategies will be more successful if they take into account a number of important business environment variables, such as social, industry, and organisational aspects. On the other hand, proponents of the "best practise" paradigm exhibit universalism and implement "best practise" in their labour management methods. According to Boxall and Purcell (2000), the "best-fit" paradigm is typically preferred when developing HR strategy for businesses.

It does not, however, render all notions of "best practise" worthless. Organizations typically implement HRM practises such as staffing, which includes HR planning, recruitment, and selection; HR development, which includes training, development, and career planning and development; compensation, which includes direct

and indirect financial compensation as well as nonfinancial compensation; safety and health; and employee and labour relations (Mondy, 2010).

Through hiring, socialising, and expanding a firm's human resource pool, HRM methods enable the shaping of employees' skills, abilities, values, beliefs, attitudes, and behaviours. Employee knowledge, skills, experience, abilities, and motivation can all be enhanced by offering training and development opportunities, such as on-the-job training, job rotation, coaching, mentoring, in-basket training, case studies, etc. Pfeffer (1998) identified seven characteristics of successful people-oriented management that have significantly increased profitability.

These include job stability, careful selection of candidates, self-managed teams, organisational performance-based high reward, in-depth training, a lack of rank distinctions, and a lot of information exchange. Organizations are becoming more aware of how their workforce can provide a competitive advantage.

Prior to recently, so-called HR functions belonged to "Personnel Managers," whose responsibilities included hiring and firing, evaluating employees, and promoting and demoting them. It never appeared necessary to hire a professional in the form of a human resource manager, let alone develop a complete department dedicated to HRM, because these trivial tasks could be handled by any manager. Human resource management challenges and their effects on organisational performance received scant consideration. Organizations, particularly those in the service sector, must assure optimal resource utilisation to their own advantage in today's competitive and continuously changing economic environment; this is essential for organisational survival.

HRM practises have evolved from being merely policies that collect dust. Through the use of policies and practises that focus on hiring, selecting, training, and directing skilled employees to cooperate within the organization's resource pool, human resource management practises have the power to create organisations that are more intelligent, adaptable, and competent than their competitors.

For organisational performance, HRM policies and practises must now be in line with business strategies. No matter how much technology and automation are developed, a success-oriented organization's most valuable resource will always be its people.

After all, the strengths of extraordinary individuals form the foundation of successful businesses. Since HRM has grown in importance both academically and commercially, it cannot be ignored or put in the care of amateurs. Pay close attention to the human resources that corporations chose after investing a lot of time and money in them. According to Armstrong (2009), human resource management (HRM) is a planned and comprehensive approach to managing an organization's most valuable asset-its employees, who both individually and collectively help the company achieve its goals. A collection of organizational actions that tries to manage a pool of human capital and make sure that the capital is utilized in the achievement of organizational goals (Wright and Boswell, 2002).

When specific practise combinations are accidentally added to the mix, the adoption of particular bundles of human resource management techniques has the potential to either enhance performance by forging strong connections or to hinder performance (Wagar and Rondeau, 2006). Therefore, if we consider human resource management to be simply the services that any manager may offer in terms of hiring, selecting, evaluating, training, and compensating employees, then we would rather have to take a back seat to those who are aware of the impact HRM has on corporate performance. According to research, effective human resource management techniques are associated with improved company performance. Therefore, management must cultivate talented and skilled employees who can do their jobs successfully in order to boost corporate performance (Klein, 2004).

In order to establish and maintain a competitive position locally and worldwide, greater business performance necessitates the successful, effective, and efficient exploitation of organisational resources and skills. To achieve the following outcomes: competence, cooperation with management, cooperation among employees, motivation, commitment, satisfaction, retention, presence, etc.,

HRM policies on selection, training and development, performance appraisal, compensation, promotion, incentives, work design, participation, involvement, communication, etc., must be developed and implemented by HRM specialists with the assistance of line managers. In fact, Ahmad and Schroeder (2003) discovered a favourable impact of human resource management practises on organisational performance as well as operational performance, including information sharing, extensive training, selective hiring, compensation and incentives, status differences, employment security, and decentralisation and use of teams (quality, cost reduction, flexibility, deliverability and commitment). In support of this claim, Sang (2005) discovered that human resource management strategies, such as staffing, incentives, evaluation, training, teamwork, employee engagement, status differences, and employment security, had a favourable impact on an organization's performance. Research Purposes study how HRM practises affect organisational performance in hospitals. To evaluate and confirm the suggested research model-

II. Literature Review

Recruitment & Selection

According to Bratton and Gold, recruitment is the process of creating a pool of qualified candidates to apply for jobs within an organisation, and selection is the method used by managers and others to select from a pool of candidates a person or persons more likely to succeed in the job(s) given management goals and legal requirements (2007, p 239). If organisations are able to hire people who already have the necessary knowledge, skills, and aptitudes and are also able to accurately estimate their future talents, recruitment and selection can play a critical role in determining the efficacy and performance of a company.

Performance enhancement depends on sound human resource management practises that are successful in attracting and retaining a dedicated and motivated workforce, in addition to a well-functioning system (Al-Ahmadi, 2009).

As businesses increasingly see their employees as a source of competitive advantage, recruitment and

selection have become more crucial. It is sometimes asserted that selection of workers strives to position people who can perform at a higher level and exhibit dedication rather than simply replacing departing employees or increasing the quantity (Ballantyne, 2009). This HR function is described as a preplanned, logical action made up of a few sequentially connected steps in an employee resourcing process, which may be a part of a Human Resource management function. Recruiting and choosing candidates can be broken down into four steps: identifying requirements, developing recruitment campaigns, luring prospects, and choosing candidates (Armstrong, 2010).

Compensation & Reward

Policies, guiding concepts, structures, and procedures that are designed and managed to deliver and maintain appropriate types and levels of pay, benefits, and other forms of compensation serve as the foundation for compensation systems. This includes determining and maintaining compensation structures, compensating for performance, competence, and skill, and offering benefits to employees. Remuneration management, however, is concerned with non-financial compensation that provides intrinsic or extrinsic motivation in addition to money (Bob, 2011).

Because remuneration has a motivating effect, having a pay structure where individuals who do better are paid more than employees with average performance is essential to improving organisational performance (Hewitt, 2009). The rising acceptance and agreement that remuneration encourages productivity is consistent with Peter Drucker's early assertion that "happy people are productive workers" (from 1956).

Performance Appraisal

The systematic assessment of an employee's performance and development potential during a given time period by a supervisor or other person knowledgeable with the employee's performance is known as performance appraisal. It is among the earliest and most popular management techniques. Because the data it offers is so valuable for making decisions about things like promotions, merit raises, transfers, discharges, training, and development,

performance appraisals are a crucial tool for any firm. Performance evaluation is helpful for the aforementioned difficulties, but it can also boost employee dedication and satisfaction. Buckley and Wiese (1998). However, there has been a significant understanding that defining, planning, and controlling performance, rather than just rating performance Pareek and Rao, is more crucial (2006). Many organisations have been obliged to switch from reactive performance appraisals to proactive performance management in order to raise productivity and improve organisational performance due to the more competitive nature of the economy and the quick changes in the external environment (Nayab, 2011). Performance management, according to Prasad (2005), is the process of organising performance, evaluating performance, providing feedback, and guiding an individual person or team to enhance performance. Performance management, according to Armstrong (2006), is a systematic process for enhancing organisational performance through the development of individual and team performance. One of the most significant advancements in the field of HRM is performance management, which was likely given visibility in the early 1980s due to the rising significance of comprehensive quality management.

Teamwork

Teamwork is a tactic that, according to Ingram (2000), has the ability to boost both an individual's and an organization's performance, but it needs to be fostered over time. As surroundings become more competitive, organisations need to consider their performance improvement initiatives. To foster cooperation inside their firms, top managers need to have the vision, the compassion, and the bravery to allow teams to take a significant role in decision-making. Teams, according to Conti and Kleiner (2003), provide higher engagement, difficulties, and emotions of accomplishment. Teams will help organisations draw and keep the top talent. As a result, a highly effective organisation that is adaptable, effective, and most crucially, profitable, will be produced.

The main element that will enable firms to continue competing successfully in a challenging, cutthroat, and international business environment is profitability. According to Rabey (2003), persons

who work in teams place a high priority on cultural awareness. Smart managers are aware of and consistently reap the rewards of the team. The theory focuses on how culture influences employee attitudes in a way that prevents meaningful strategic change (Musselwhite, 2001).

Training & Development

A formal definition of training and development is any effort to better an employee—current or prospective—by enhancing their capacity for performance through learning, typically by altering the employee's mindset or enhancing their abilities. Development is defined as the learning opportunities intended to support employees' personal development, whereas training is thought of as the process of imparting specific skills. Training is defined as the formal and systematic alteration of behaviour through learning that results from education, instruction, development, and planned experience, according to Armstrong (2001:543). By combining the interests of the company and the workforce, training plays a unique role in achieving an organisational goal (Stone R.J. Human Resource Management, 2002). Training must be well-designed and delivered in order to have a positive impact on performance. Enhancing staff performance still requires training.

Organizational Performance

Organizations in hospitals with deep insight establish plans to meet the training demands of their current staff. According to Cheng and Ho (2001), effective training increases employee communication and performance proficiency while also lengthening retention time. Additionally, there are notable gains in profit as well as an increase in the amount of reported beneficial working connections that are developed when programmes focus on communication skills with coworkers. Additionally, it has been demonstrated that education and training significantly improve organisational commitment, job involvement, and job satisfaction (Karia & Asaari, 2006). Additionally, unsatisfactory performance reports brought on by insufficient work training might result in friction among employees.

Different researchers have different definitions of performance. The topic of organisational

performance is still divisive in the management research community. Performance is compared to the well-known 3Es of a particular programme of activity—economy, efficiency, and effectiveness—by Javier (2002).

Organizational performance includes three distinct aspects of business outcomes, according to Richard et al. (2009): financial performance (profits, return on assets, return on investment, etc.), product market performance (sales, market share, etc.), and shareholder return (total shareholder return, economic value added, etc.). Organizational performance is the capacity of the organisation to achieve its objectives by making effective and efficient use of its resources (2000). The actual output or results of an organisation as compared to its expected outputs, or aims and objectives, can be described as organisational performance. Performance and productivity should not be confused; productivity, according to Ricardo (2001), is a ratio that shows how much work can be done in a certain amount of time.

According to a study by Chien (2004), job design, organisational culture, the model of motive, and human resource policies are the five main elements affecting organisational success. Performance encompasses both what has been accomplished and how it has been accomplished. The effectiveness of an organisation can be assessed in a variety of ways. The most obvious way to gauge success and the methodology employed in any study is through the use of key performance indicators (KPIs), which are typically related to profitability or productivity in the financial world. The "how" is harder to measure. It must rely heavily on qualitative evaluations of organisational performance or competence.

Research Hypothesis

It is abundantly clear from the literature review that there may be connections between organisational performance and many aspects of HRM practises. However, there is scant scientific evidence to support the claim that HRM practises significantly and favourably impact organisational performance. This interdisciplinary curiosity has resulted in the development of the research model shown in Figure 1 and the accompanying hypotheses.

H01. Recruitment and selection has positive association with Organizational Performance.

H02. Compensation and reward has positive association with Organizational Performance.

H03. Performance appraisal has positive association with Organizational Performance.

H04. Teamwork has positive association with Organizational Performance.

H05. Training and development has positive association with Organizational Performance.

Research Methodology

This study is essentially empirical and, as the name implies, based solely on experience or observation. System and theory may even be ignored (Kothari, 2004). This research essentially uses databases and draws conclusions based on observations. In terms of the methodology, it is both qualitative and quantitative in nature. The significance of each practise, as well as its antecedents and effects, have been examined in the literature on HRM practises and organisational performance and have been used to construct the working hypothesis.

Respondents

Employees from four private hospitals in a specific district of Uttar Pradesh made up the responders. More than 600 qualified nurses work in the workforce, providing services to patients at the corresponding institutions. 250 nurses make up the study's sample size. The use of biased simple random sampling was made. The instrument's validity and reliability have both been confirmed. Finally, 300 nurses (response rate 83%) who are essentially nurses were given the measure in the form of a self-administered questionnaire with a 5-point Likert scale in order to gather data.

Questionnaire

There are two sections to the questionnaire: Part I and Part II. The first section of the questionnaire had nine questions on the users' demographic information, including their name, age, gender, marital status, level of education, work history, department, and title. The conceptual components in Part II include five questions each on recruitment and selection, four on compensation and reward, three on performance appraisal, two on teamwork, two on training and development, and ten on

organisational performance. The values on a scale of 1 to 5 are: Strongly Agree (1), Agree (2), Neutral (3), Disagree (4), and Strongly Disagree (5).

Sample Characteristics

Of the 250 people surveyed, 38% of the nurses were between the ages of 21 and 30. Of the nurses, 57% were married. The percentage of diploma-holding nurses was 44%. Staff nurses made up about 53% of all nurses. Nurses who worked in both the clinical and technical departments made up 34% of the workforce. An estimated 72% of nurses were making between \$10,000 and \$20,000 per month.

Data Analysis

Reliability and Validity

The "Cronbach alpha coefficient" was used in the study to evaluate the scale's dependability. Nunnally (1978) stated that a construct should have a Cronbach alpha level of 0.60 or higher. Additionally, AVE, which measures the average variance shared between a construct and its items, was used to test the convergent validity of all the

constructs (Fornell & Larcker, 1981). A construct with an AVE of above 0.5 is anticipated to have sufficient convergent validity, according to Chin et al. (1999, 2003).

With internal consistency values of 0.96, 0.85, 0.86, 0.73, 0.74, and 0.82, respectively—values higher than the advised alpha value of 0.60—Table 1 shows that all the constructs, including recruitment and selection, compensation and reward, performance appraisal, teamwork, training and development, and organisational performance—exhibit adequate reliability. Additionally, the AVE of each construct exceeded 0.40, satisfying the required values.

Model Validation

This study used a construct level Correlation analysis as an initial verification to test the hypothesis. To calculate the constructs scores, visual PLS is employed. Through the use of the SPSS programme 21.0, the study investigated the association between the variables using these construct scores as an HRM Practices and Organizational Performance In Hospitals. In Table 2, the construct correlation is displayed.

Reliability and Validity

Dimensions	No. of Items	Cronbach's Alpha value	AVE value
Recruitment and selection	5	0.96	0.53
Compensation and Reward	4	0.85	0.56
Performance Appraisal	3	0.86	0.65
Team work	2	0.75	0.57
Training and Development	2	0.74	0.53
Organizational Performance	10	0.82	0.53
Total Items	26		

Table 2

Hypothesis	Independent variable	Dependent variable	Pearson's Correlation	Significance level at 1%
H1	Recruitment and selection	Organizational Performance	0.282	0.000
H2	Compensation and Reward		0.141	0.000
H3	Performance Appraisal		0.116	0.000
H4	Team work		0.135	0.000
H5	Training and Development		0.311	0.000

The correlation table shows a link between effective HRM procedures and improved organisational performance. According to Staples et al. (1998), even though the bivariate correlation between the constructs is significant, it is still necessary to evaluate the path coefficient in the structural model as a causal impact. According to (Efron 1979, Efron and Gond, 1983), this study used the bootstrap and jack knife re-sampling processes to estimate standard errors for computing values using visual PLS. This was done to guarantee that the path coefficients were statistically significant. The t-statistic value at the 0.05 level is 1.96 when the results are evaluated. The path is regarded as significant if the t-statistic value is higher than 1.96.

Figure 2: Structural Equation Results of Model

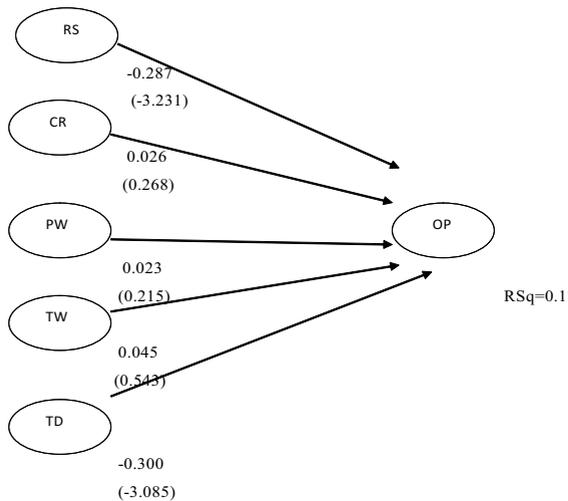


Table 3: Bootstrap Summary of Model and Hypothesis Result

Hypothesis	Entire sample estimate	Mean of sub sample	Standard error	t-statistic	R square value	Result
H1	-0.287	-0.1479	0.0888	-3.231	0.174	Significant
H2	0.026	0.1952	0.0971	0.268		Insignificant
H3	0.023	0.2798	0.1069	0.215		Insignificant
H4	0.045	0.2065	0.0828	0.543		Insignificant
H5	-0.300	-0.1541	0.0972	-3.085		Significant

The relationship between Recruitment and Selection and Organizational Performance was found to be Significant at the 0.05 level (beta= -0.287, t= -3.2311), as shown in Fig. 2 and Table 3, suggesting that Recruitment and Selection has a significant impact on Organizational Performance. H1 received support from this.

At the 0.05 level, the relationship between compensation and reward and organisational performance was found to be insignificant (beta=0.026, t=0.2678), showing that compensation and reward have no discernible influence on this performance. H2 received no support from this.

The relationship between performance appraisal and organisational performance was determined to be insignificant at the 0.05 level (beta=0.023, t= 0.2152), indicating that there is no discernible relationship between the two. H3 received no help from this. As shown in Fig. 2 and Table 3, there is a significant relationship between recruitment and selection and organisational performance at the 0.05 level (beta= -0.287, t= -3.2311). However, there is no significant relationship between teamwork and organisational performance at the 0.05 level (beta=0.045, t= 0.5435). This did not offer H4 any support.

Training and Development have a considerable impact on organisational performance, as shown by the path connecting them being judged to be Significant at the 0.05 level (beta= -0.3, t= -3.085). H5 had support from this.

About 17 percent of the variation in nurses' organisational performance might be attributed to HRM practises as a whole.

Findings

It is hypothesised that HRM practises, such as recruitment and selection, compensation and reward, performance appraisal, teamwork, and training and development, can be used to predict how well a company would perform.

Two out of five HRM practices-Recruitment and Selection and Training and Development—acted as

major predictors of organisational performance, according to the overall findings of the structural model study.

The investigation showed that the success of the organisation was significantly impacted by recruitment and selection. It indicates that selecting nurses carefully who have the necessary skills and personality attributes can help hospitals.

According to the findings, compensation and reward had no discernible impact on organisational performance. It demonstrates that hospitals' remuneration and reward practises do not support their staff, namely the nurses, in increasing their productivity, which improves organisational performance.

It is further noted that the effectiveness of the organisation was not much impacted by performance appraisal. This result suggests that performance evaluation does not assist hospitals in increasing nurses' productivity and performance as a motivator and enabler. Therefore, it is advised that the performance appraisal method be correctly implemented in order to improve organisational performance.

Teamwork, on the other hand, had no effect on how well an organisation performed. This may be because there aren't enough strong incentives for people, who then have to support their team

members by providing information about procedures across all departments. The findings also demonstrate that nurses do not adequately understand the value of a collaborative culture.

In hospitals, training and development are shown to be important and to help with organisational success. It is clear that the training and development programmes offered by hospitals give nurses a platform to collect and exchange practical knowledge that they may use to improve their own performance, which may then improve organisational performance. It is evident that training needs of nurses are fulfilled by the Hospital Management.

Conclusion

In conclusion, the goal of this study is to explore the connection between organisational performance among hospital nurses and HRM practises. From four of the busiest hospitals in an area, 255 nurses were selected as a sample. Using a structured modelling approach, a model is created and tested. The results of the empirical research have shown that training and development as well as recruitment and selection may have an effect on organisational performance. It has been determined that when hospitals have sound HRM procedures, both individual productivity and organisational performance would increase.

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