

SHRM Practices and Employee Satisfaction: Study and Relationship

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Human resource management deals with any aspects of a business that affects employees, such as hiring and firing, pay, benefits, training, and administration while Strategic human resource management deals with thinking ahead, and planning ways for a company to better meet the needs of its employees, and for the employees to better meet the needs of the company. SHRM can be defined as the linking of human resources with strategic goals and objectives in order to improve business performance and develop organizational culture that fosters innovation, flexibility and competitive advantage. The objective of this research is to analyze SHRM Practices, employee satisfaction with reference to different age groups and relationship b/w SHRM practices and employee satisfaction. The data was collected through the questionnaire from 120 employees of two leading automotive components manufacturing company of NOIDA. Data analysis is done with the help of SPSS and it has been found that there is no significant difference in the satisfaction of employees with reference to different age groups. Results indicate that Strategic Human Resource Practices had moderately positive and significant relationship with Employee Satisfaction. Therefore SHRM practices should be recommended for every organization.

Keywords- Employee satisfaction, Strategic Issues, Strategic Human Resource Practices, Morale, Employee Engagement

Introduction

Human resource management deals with any aspects of a business that affects employees, such as hiring and firing, pay, benefits, training, and administration while Strategic human resource management deals with thinking ahead, and planning ways for a company to better meet the needs of its employees, and for the employees to better meet the needs of the company. SHRM can be defined as the linking of human resources with strategic goals and objectives in order to improve business performance and develop organizational culture that fosters innovation, flexibility and competitive advantage. As human resource management deals with any aspects of a business that affects employees, such as hiring and firing, pay, benefits, training, and administration while SHRM deals with thinking ahead, and planning ways for a company to better meet the needs of its employees, and for the employees to better meet the needs of the company. This can affect the way things are done at a business site, improving everything from hiring practices and employee training programs to assessment techniques and discipline.

Effective development and implementation of an HR strategy requires HR professionals who are

conversant in finance, negotiation, change management, and the overall operations of the organization. An HR strategic plan aligns the HR function to the corporate plan. Good knowledge about the organization, its objectives, systems and processes, can assist HR people in doing this task well.

Benefits of SHRM Approach to HR

- Facilitates development of high quality workforce by focusing on the types of people and the skills required.
- Facilitates cost-effective utilization of labor, particularly in service industries where labor requires the greatest cost.
- Facilitates planning and assessment of environmental uncertainty, and adaptation of organization to external forces.
- Successful SHRM efforts begin with identification of strategic needs.
- Employee participation is critical to linking strategy and HR practices.
- Strategic HR depends on systematic and analytical mindset.
- Corporate HR departments can have impact on organization's efforts to launch strategic initiatives.

Barriers to Strategic HR

- Short-term mentality/focus on current performance

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- Inability of HR to think strategically
- Lack of appreciation for the HR's contribution
- Failure to understand line managers' role as an HR manager
- Difficulty in quantifying many HR outcomes
- Perception of human assets as higher-risk investments
- "Incentives" for changes that might arise.

Employee Satisfaction

Employee satisfaction is a measure of how happy workers are with their job and working environment. Keeping morale high among workers can be of tremendous benefit to any company, as happy workers will be more likely to produce more, take fewer days off, and stay loyal to the company. There are many factors in improving or maintaining high employee satisfaction, which would be very well implemented by the wise employers.

To measure employee satisfaction, many companies will have mandatory surveys or face-to-face meetings with employees to gain information. Both of these tactics have pros and cons, and should be chosen carefully. Surveys are often anonymous, allowing workers with more freedom to be honest without the fear of repercussion. Interviews with company management can feel intimidating, but if done correctly can let the worker know that their voice has been heard and their concerns have been addressed by those in charge. Surveys and meetings can truly get to the center of the data, surrounding employee satisfaction, and can be a great tool to identify specific problems leading to low morale.

Many experts believe that one of the best ways to maintain employee satisfaction is to make workers feel like part of a family or team. Holding office events, such as parties or group outings, can help build close bonds among workers. Many companies also participate in team-building retreats that are designed to strengthen the working relationship of the employees in a non-work related setting. Camping trips, paintball wars and guided backpacking trips are versions of this type of team-building strategy, with which many employers have found success.

Of course, few workers will not experience a boost in morale after receiving more money. Raises and bonuses can seriously affect employee satisfaction, and should be given when possible. Yet money cannot solve all morale issues, and if a

company with widespread problems for workers cannot improve their overall environment, a bonus may be quickly forgotten as the daily stress of an unpleasant job continues to mount. If possible, provide amenities to the workers to improve their morale. Make certain they have a comfortable, clean break room with basic necessities such as running water. Bathrooms should be cleaned and must be stocked with the necessary supplies. While an air of professionalism is necessary for most businesses, allowing workers to keep family photos or small trinkets on their desk can make them feel more comfortable and nested at their workstation. Basic considerations like these can improve employee satisfaction, as workers will feel well cared for by their employers.

The backbone of employee satisfaction is respect for workers and the job they perform. In every interaction with management, employees should be treated with courtesy and interest. An easy avenue for employees to discuss problems with upper management should be maintained and carefully monitored. Even if management cannot meet all the demands of employees, showing workers that they are being heard and putting honest dedication into compromising will often help to improve morale.

Literature Review

Zivile Stankeviciute (2011) explains that human resources and their management have a significant impact on organizational performance. It reveals the nature of HRM practices and the content of organizational commitment and job satisfaction. The result shows that skill-enhancing, motivation-enhancing and engagement enhancing HRM practices have positive relations with affective human resource reactions: organizational commitment and job satisfaction.

Ngo Hang-Yue (2008) examined strategic human resource management (SHRM) and human resource practices in the People's Republic of China to assess the impact of these practices on firm performance and the employee relations climate. They also tested whether firm ownership moderates the above relationships. Empirical results from a sample of Chinese firms from various industries and regions showed that the levels of adoption of SHRM and HR practices were lower in state-owned enterprises (SOEs) than in foreign-invested enterprises (FIEs) and privately owned enterprises (POEs). Both SHRM and HR practices were found to have direct and positive effects on financial

performance, operational performance, and the employee relations climate. However, the moderating effect of ownership type was significant for financial performance only.

Gelade A. Garry, Ivery Mark (2003) has examined relationships between human resource management (HRM), work climate and organizational performance in the branch network of a retail bank. It extends previous research on group-level climate-performance and HRM-performance relationships and examines how climate and HRM function as joint antecedents of business unit performance. Significant correlations are found between work climate, human resource practices, and business performance. The results show that the correlations between climate and performance cannot be explained by their common dependence on HRM factors, and that the data are consistent with a mediation model in which the effects of HRM practices on business performance are partially mediated by work climate.

Wright, P.M and Boswell W. (2002); assessed the impact of SHRM on organizational performance is assessed. Additionally, the impact of a SHRM approach on the individual performance, organizational commitment and job satisfaction levels of human resource professionals is investigated. An organization exhibits SHRM when the human resources function is vertically aligned with the mission and objectives of the organization and horizontally integrated with other organizational functions. The findings show that SHRM does have a strong impact on the firm's performance. Work performance increases when SHRM is followed in an organization

According to Rogers W Edward (1998) a major challenge for Strategic Human Resource Management research in the next decade will be to establish a clear, coherent and consistent construct for organizational performance. Thus, the purpose of this paper was to review the measures of firm performance that have been used in strategic HRM research, and to provide some recommendations for how the field might expand both its conceptual definition of performance, as well as broaden the measures used to assess the construct. This paper describes the variety of measures used in current empirical research linking human resource management and organizational performance. Implications for future research are discussed amidst the challenges of construct definition, divergent stakeholder criteria and the temporal

dynamics of performance. The result shows that SHRM research to link HRM with organizational performance has spent much effort looking where there is already light. As the quick analysis has shown, there are gaps and thin spots where much more empirical work needs to be done. Importantly, future empirical work to formulate a clear and comparable construct for organizational performance that integrates the stakeholder markets with respect to time will require expanding the concept of performance.

Mathews, A. (1998) examined the impact of HR practices (HRPs) on various aspects of organizational performance as well as on a range of employee attitudes and behaviors at work. However, the mechanisms linking HR practices to both organizational performance and employee related outcomes have not received systematic research attention. The present study focuses on the relationship between HR practices and employee attitudes and behavior, and on the mediating role played by employee work experiences in this relationship.

Christensen, C., Zaleznik (1958) examined Strategic Human Resource Management (SHRM) and HR practices in Turkey to assess the impact of these practices on financial/market performance, operational performance, job satisfaction, and turnover. Empirical results from a sample of Turkey's Top 500 firms-2007 demonstrate that SHRM and selection/development practices have direct and positive effects on financial/market performance and operational performance.

Research Methodology

Research Objectives

- To analyse SHRM Practices in two leading automotive components manufacturing.
- To find out satisfaction level of employees with different age groups.
- To find the relationship between SHRM Practices and Employee Satisfaction.

Hypothesis

H1₀: There is no significant difference in the satisfaction level of employees within different age groups.

H1_A: There is significant difference in the satisfaction level of employees within different age groups.

H2_o: There is no significant relationship between SHRM Practices and Employee Satisfaction.

H2_A: There is significant relationship between SHRM Practices and Employee Satisfaction.

H3_o: There is an impact of SHRM practices on employee satisfaction

H3_A: There is no impact of SHRM practices on employee satisfaction.

Research Design

This descriptive research was conducted with the help of a survey on 120 employees selected through convenient sampling technique. A questionnaire, using 5 point likert scale, has been prepared for measuring the awareness of quality policies amongst the employees at staff level. The 40 items are divided in to 2 parameters which are:

- Strategic Human Resource.
- Employee Satisfaction.

Data Analysis

Data has been collected by conducting Interviews and taking the responses of respondent on Questionnaires. The interpretation and analysis of the data was done by using SPSS software. Following statistical techniques were used to analyze the data

- Correlation
- Factor Analysis
- Regression
- One way ANOVA

Table1: Reliability test for SHR Practices
Reliability Statistics

Cronbach's Alpha	N of Items
.705	20

Table 2: Reliability test for Employee Satisfaction
Reliability Statistics

Cronbach's Alpha	N of Items
.663	20

Data Analysis and Findings

Factor Analysis

Table 3: Communalities

	Initial	Extraction
The organization focuses on increasing employee productivity.	1.000	.891
Your organization provides the all-important framework for applying people management practices to achieve business outcomes.	1.000	.572
The focus of your organization is on partnership with internal and external customer.	1.000	.764
Your organization Coordinates all HRM activities	1.000	.619
The manger understands the key strategic issues	1.000	.610
Your organization has a resource based approach that addresses the methods of increasing the firm's strategic capability through the development of managers and other staff who can think and plan strategically	1.000	.727
The key investment of the organization is people and knowledge.	1.000	.852
The initiatives are fast, proactive and integrated.	1.000	.874
Your organization fully integrated with other organizational functions e.g. marketing, finance, production.	1.000	.778
The job division in the organization is flexible.	1.000	.787
Your organization has high status and authority for top HR officer (e.g. vice president for HR	1.000	.732
Employees are aware of the vision, mission & purpose of the organization	1.000	.775
Top management believes that the people provide the competitive edge in business.	1.000	.880
Your organization is involved in making strategic decisions.	1.000	.930
Your organization participates in formulating overall organizational strategic plan and aligning HR functions with company strategy	1.000	.930
Your organization is organic-flexible, whatever is necessary to succeed.	1.000	.947
In Your organization the job design has broad, flexible, and cross-training and teams.	1.000	.947
Employee development is considered very important in my organization.	1.000	.735
the time horizon in your org is short, medium and long	1.000	.667
The role of HR in your organization is that of transformational, change leader and initiator.	1.000	.875

Extraction Method: Principal Component Analysis.

Table 4: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.865	19.326	19.326	3.865	19.326	19.326
2	2.746	13.730	33.055	2.746	13.730	33.055
3	2.420	12.102	45.157	2.420	12.102	45.157
4	1.696	8.481	53.638	1.696	8.481	53.638
5	1.534	7.671	61.310	1.534	7.671	61.310
6	1.301	6.503	67.812	1.301	6.503	67.812
7	1.275	6.373	74.185	1.275	6.373	74.185
8	1.054	5.270	79.456	1.054	5.270	79.456
9	.797	3.987	83.443			
10	.723	3.615	87.058			
11	.634	3.168	90.226			
12	.550	2.751	92.977			
13	.364	1.822	94.799			
14	.343	1.716	96.515			
15	.322	1.608	98.124			
16	.169	.846	98.970			
17	.143	.717	99.687			
18	.063	.313	100.000			
19	-2.800E-18	-1.400E-17	100.000			
20	-1.383E-16	-6.917E-16	100.000			

Extraction Method: Principal Component Analysis.

Table 5: Rotated Component Matrix

	Component							
	1	2	3	4	5	6	7	8
The organization focuses on increasing employee productivity.	-.029	-.110	.056	.921	.085	.082	-.025	-.110
Your organization provides the all-important framework for applying people management practices to achieve business outcomes	.105	.055	.238	.116	.012	.698	.006	-.027
The focus of your organization is on partnership with internal and external customer.	.021	.011	.026	.850	-.139	.033	-.107	-.093
Your organization Coordinates all HRM activities	.018	.273	.419	-.246	-.115	-.422	.220	-.262
The manger understands the key strategic issues	-.024	.559	-.049	-.139	.095	-.421	-.270	-.126
Your organization has a resource based approach that addresses the methods of increasing the firm's strategic capability through the development of managers and other staff who can think and plan strategically	.481	-.094	-.289	-.148	.047	.207	.442	-.375
The key investment of the organization is people and knowledge.	.123	.045	.141	.237	.862	-.027	.096	.076
The initiatives are fast, proactive and integrated.	.071	.136	.911	.076	.057	.054	.053	.070

Your organization fully integrated with other organizational functions e.g. marketing, finance, production.	.041	.582	-.177	-.029	-.005	.635	.025	.044
The job division in the organization is flexible.	.776	7.124E-5	.143	.094	-.117	.011	-.337	-.168
Your organization has high status and authority for top HR officer (e.g. vice president for HR	-.056	.047	.080	-.023	.021	-.041	.847	.002
Employees are aware of the vision, mission & purpose of the organization	.181	.085	.050	-.216	.819	.062	-.097	-.038
Top management believes that the people provide the competitive edge in business.	.115	.141	.907	.040	.094	.114	.004	.026
Your organization is involved in making strategic decisions	.036	.926	.233	-.016	.051	.096	.064	-.019
Your organization participates in formulating overall organizational strategic plan and aligning HR functions with company strategy	.036	.926	.233	-.016	.051	.096	.064	-.019
Your organization is organic-flexible, whatever is necessary to succeed	.900	.055	.078	-.022	.244	.061	.085	.237
In Your organization the job design has broad, flexible, and cross-training and teams.	.900	.055	.078	-.022	.244	.061	.085	.237
Employee development is considered very important in my organization.	.033	-.009	-.071	.603	.492	.061	.344	.033
the time horizon in your org is short, medium and long	.019	.098	.467	-.199	.275	.445	-.264	-.237
The role of HR in your organization is that of transformational, change leader and initiator.	.241	-.079	.017	-.246	.036	.027	.005	.865

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 8 iterations.

Rotated component matrix simplifies the data and it becomes easier to analyze the data.
We can easily determine the variables under each factor whose table is given as under:

Table 6: Important Factors

FACTORS	Variables
1 - Flexibility	a) The job division in the organization is flexible. b) Your organization is organic-flexible, whatever is necessary to succeed. c) In Your organization the job design has broad, flexible, and cross-training and teams
2 - Planning and strategy formulation	a) Your organization is involved in making strategic decisions b) Your organization participates in formulating overall organizational strategic plan and aligning HR functions with company strategy
3 - Initiatives	a) The initiatives are fast, proactive and integrated. b) Employees are aware of the vision, mission & purpose of the organization
4 - Focus	a) The organization focuses on increasing employee productivity. b) focus of your organization is on partnership with internal and external customer. c) Employee development is considered very important in my organization.
5 - Investment	a) The key investment of the organization is people and knowledge. b) Top management believes that the people provide the competitive edge in business.
6 - Integration	a) Your organization provides the all-important framework for applying people management practices to achieve business outcomes. b) Your organization is fully integrated with other organisational functions e.g. marketing, finance, production.
7 - Authority	a) Your organization has high status and authority for top HR officer (e.g. vice president for HR
8 - Role of HR	a) The role of HR in your organization is that of transformational, change leader and initiator.

ANOVA

Hypothesis Testing

Satisfaction level of employee with different age groups

H1₀: There is no significant difference in the satisfaction level of employees within different age groups.

H1_A: There is a significant difference in the satisfaction level of employees within different age groups.

**Table 7: ANOVA for Company 1
Employee Satisfaction**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.120	3	.040	.679	.569
Within Groups	3.294	56	.059		
Total	3.414	59			

In Between Groups, sum of squares shows that the effect of age on satisfaction of employees and Within Groups Sum of Squares shows the variation due to natural individual differences in satisfaction level. As the Significance value is more than 0.05, we can say that there is no significance difference in the satisfaction of employee with different age groups i.e. the means for all the five groups is approx equal. Hence the null hypothesis is accepted.

**Table 8: ANOVA for Company 2
Employee Satisfaction**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.451	3	.150	2.901	.043
Within Groups	2.904	56	.052		
Total	3.355	59			

In between Groups, sum of squares shows that the effect on satisfaction of employees and Within Groups Sum of Squares shows the variation due to natural individual differences in satisfaction level. As the Significance value is less than 0.05, we can say that there is significance difference in the satisfaction of employee with different age groups i.e. the means for all the five groups is different. Hence the alternative hypothesis is accepted.

According to further study done the satisfaction level is highest in 25-35 age groups.

Hypothesis 2

H2₀: There is no significant relationship between SHRM Practices and Employee Satisfaction.

H_A: There is significant relationship between SHRM Practices and Employee Satisfaction.

Company 1

Table 9 shows correlations between Independent Variable (SHRM Practices) and Dependent Variable (Employee satisfaction)

Table 9: Correlations

		Employee Satisfaction	Strategic Human Resource
Employee Satisfaction	Pearson Correlation	1	.461**
	Sig. (2-tailed)		.000
	N	60	60
Strategic Human Resource	Pearson Correlation	.461**	1
	Sig. (2-tailed)	.000	
	N	60	60

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

As per the table 9-Strategic Human Resource had a moderately positive and significant relationship with Employee Satisfaction.

Company 2

Table 10 shows correlations between Independent Variable (SHRM Practices) and Dependent Variable (Employee satisfaction)

Table 10: Correlations

		Strategic Human Resource	Employee Satisfaction
Strategic Human Resource	Pearson Correlation	1	.465**
	Sig. (2-tailed)		.000
	N	60	60
Employee Satisfaction	Pearson Correlation	.465**	1
	Sig. (2-tailed)	.000	
	N	60	60

As per the table 10-Strategic Human Resource had a moderately positive and significant relationship with Employee Satisfaction.

Regression

Hypothesis Testing

H_{3o}: There is an impact of SHRM practices on employee satisfaction

H_{3A}: There is no impact of SHRM practices on employee satisfaction.

Table 11 shows the impact of SHRM practices on employee satisfaction. R-Square - This is the proportion of variance in the dependent variable (Employee Satisfaction) which can be explained by the independent variables (SHRM Practices). This is an overall measure of the strength of association. The coefficient of determination is 0.461; therefore, about 21.3% of the variation in Employee Satisfaction is explained by SHRM practices.

**Table 11: Regression Analysis for Company 1
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.461 ^a	.213	.199	.21523

a. Predictors: (Constant), strategic Human Resource

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.727	1	.727	15.689	.000 ^a
	Residual	2.687	58	.046		
	Total	3.413	59			

a. Predictors: (Constant), strategic Human Resource

b. Dependent Variable: Employee Satisfaction

Table 12: Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.017	.437		4.612	.000
	Strategic Human Resource	.450	.114	.461	3.961	.000

a. Dependent Variable: Employee Satisfaction

As per the Table 12 - P value is 0.000 which is less than 0.05, it means that there is significant relationship between SHR Practices and Employee Satisfaction.

Table 13 shows the impact of SHRM practices on employee satisfaction

R-Square - This is the proportion of variance in the dependent variable (Employee Satisfaction) which can be explained by the independent variables (SHRM Practices). This is an overall measure of the strength of association. The coefficient of determination is 0.465; therefore, about 21.6% of the variation in Employee Satisfaction is explained by SHRM practices.

**Table 13: Regression Analysis for Company 2
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.465 ^a	.216	.203	.21295

a. Predictors: (Constant), strategic Human Resource

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.725	1	.725	15.994	.000 ^a
	Residual	2.630	58	.045		
	Total	3.355	59			

a. Predictors: (Constant), strategic Human Resource

b. Dependent Variable: Employee Satisfaction

Table 14: Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.967	.451		4.359	.000
	Strategic Human Resource	.473	.118	.465	3.999	.000

a. Dependent Variable: Employee Satisfaction

As per the Table 14 - P value is 0.000 which is less than 0.05, it means that there is significant relationship between SHR Practices and Employee Satisfaction.

Conclusion

The commitment of any organization and firm is to achieve the higher productivity whereby the employees functioning according to the organizational system. The idea that motivated and committed workers are the essential condition for accomplishing the organizational goal. The strong positive relationship between SHRM practices and employee satisfaction provides a wisdom way on how an organization can motivate an employee to work efficiently. In addition, the negative relationship of HRM practice and turnover has

clearly enlighten the importance of providing a good supervision, training, and pay practice in order to reduce turnover rates of employees.

In other words, employee satisfaction can reduce turnover of employees when there is a high job satisfaction and vice versa. Thus, the organization needs to take a consideration about employee satisfaction and apply SHRM practice in the workplace in order to reduce turnover and gain the organization goals.

According to the result, Strategic Human Resource Practices had positive impact on Employee Satisfaction. In company1 the satisfaction does not differ with respect to age group and in company 2 the satisfaction level differs with respect to age group.

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