

# Impact of Human Resource Management Practices and Leadership, Style on Employee Performance: A Case Study of HEC Limited, Ranchi, Jharkhand

Kumari Richa<sup>1</sup>, Dr. Anirban Gupta<sup>2</sup>, Dr. Ajay Kumar<sup>3</sup>

<sup>1,2</sup>*Department Of Commerce, St. Xavier's College, Ranchi*

<sup>3</sup>*CO-Supervisors, Department of Commerce, St. Xavier's College, Ranchi*

**Abstract**—Human Resource Management is very important for a company. It helps the employees do a job and the company does well. This study looks at how Human Resource Management and the way leaders behave affect the employees at Heavy Engineering Corporation Limited in Ranchi, Jharkhand.

The study checks some things like how the company hires people trains them and gives them feedback. It also looks at how the company pays its employees and keeps them happy. The leaders at the company have styles and this study checks how these styles affect the employees.

To get information the study uses two kinds of data. The first kind is from questionnaires. Talking to the employees. The second kind is from books, journals and company reports. The study tries to understand how Human Resource Management and the leader's behavior are connected to how the employees do their jobs.

It is expected that the study will show that when Human Resource Management is done well and the leaders are supportive the employees are more motivated work harder and are happier with their jobs. This makes the whole company do better. The study wants to help Heavy Engineering Corporation Limited and other similar companies make their Human Resource policies and leadership better. This will help them grow and have a workforce.

The goal of the study is to give ideas to Heavy Engineering Corporation Limited and other companies like it. These ideas will help them make their Human Resource Management and leadership better, which will help the companies grow and do well in the run. Human Resource Management and leadership are very important, for the success of any company, including Heavy Engineering Corporation Limited.

**Index Terms**—Human Resource Management (HRM), Leadership Style, Employee Performance, Training and Development, Performance Appraisal, Employee Motivation, Organizational Performance, Heavy

**Engineering Corporation (HEC), Ranchi, Public Sector Organization.**

## I. INTRODUCTION

In the world, now everything is connected and technology is developing rapidly it is very tough for companies to keep growing in a way. The environment is very dynamic and also things are changing day by day. Previous time money, land and machines were considered as the most important factors for a company's growth and success, but now people are realizing that employees of the company are the key to a company's success. Now employees are no longer just seen as workers, but they are considered as the important assets which directly affect a company's productivity, innovation and long-term growth.

The leaders lead their team is also very important in determining how a company performs. Leadership is not about giving orders but about inspiring, guiding and influencing employees of the organization. Leadership styles are such as autocratic, democratic, transactional and transformational have effects on employee motivation levels, job satisfaction and behaviour. Leadership is considered effective in today context as it empowers employees, encourages innovation and helps employees feel a sense of ownership.

The Background of this study tells that in this competitive environment only machines and technology are not enough but also Human Resource and their management are equally important. Combination of HRM practices and leadership style effects employee performance and enhance organizational success.

## II. INTRODUCTION OF THE STUDY

Over the period of time role of Human Resource Management has changed. Earlier it was mainly about work but now it plays an important strategic role in helping organization to achieve their goals. Modern Human Resource Management practices include recruitment, continuous training, performance evaluation, employee engagement initiatives and fair compensation policies which will help to make employees more efficient and effective. These practices are designed and implemented properly which can greatly improve employee satisfaction, commitment and performance.

In India public sector companies face some unique challenges, like bureaucratic structures and resistance to change. This kind of environment is more important to have effective Human Resource Management practices and adaptive leadership style. If the leaders are proactive and supportive and Human Resource policies are focused on employees needs even the traditional companies can achieve levels of performance.

This study is based on the idea that the Human Resource Management practices and leadership style together affect employee performance and organizational success. The goal of this research is about examine how different Human Resource Management practices and leadership styles affect employee's productivity, motivation and overall performance at Heavy Engineering Corporation Limited (HECL).

The Heavy Engineering Corporation Limited (HECL), a public sector company based in Ranchi is the heavy engineering and manufacturing sector. Over the years, the company has faced challenges related to managing its workforce and improving productivity. With the changing time it has become necessity for companies like Heavy Engineering Corporation Limited to modernize their Human Resource Management practices and adopt more participative and performance-oriented leadership approaches. This research shows that by managing human capital and adopting appropriate and proper leadership styles, companies can not only improve employee performance but also improve their overall competitiveness. Human Resource Management practices and leadership style are essential for companies like Heavy Engineering Corporation

Limited to achieve success. By adopting and focusing on these areas companies can improve employee productivity, motivation and performance which is crucial, for organizational long-term success.

## III. HUMAN RESOURCE MANAGEMENT IN ORGANAZATIONAL SUCCESS

Human Resource Management practices are the process by which company manages its employees. Human Resource Management practices make sure that the company hires the people and teaches them what they need to know, motivates them and keeps them working for the company's growth and success. Human Resource Management Practices Includes

- **Recruit and Hiring employees:**  
The company select the right Person, who can work for them, the company will get employees who are good at their jobs and help the company to achieve its goals and success.
- **Teaching employees and helping them to grow:**  
Teaching employees' new things and helping them do their jobs more efficiently. It helps them in growing and move up in the company.
- **Evaluating employee's performance:**  
The company evaluate how employee of the company is performing their work over period of time. It helps the company to analyse employee performance.
- **Provide compensation and employee's benefits:**  
It includes the money that the company pays its employees as salary or wages, well as extra benefits, things like bonuses and health insurance.
- **Keeping employees happy and motivated:**  
This means the company tries to keep their employees interested in their jobs and feeling connected to the team and organization.
- **Helping employees move up and achieve their career goals in the company.**
- **Getting along with employees or tries to have relationships with its employees.**
- **Company helping employees to balance work and their life.**

Human Resource Management practices are really important for the company and its employees. Human Resource Management practices can be responsible

for make a difference, in how well the company does and how happy its employees are.

#### IV. LEADERSHIP STYLE

Leadership style is the process which leads leader guides, motivates and manages employees of an organization. It plays a vital role in shaping how employees feel, behave and perform at their job. The leader interacts with its team members directly affects employee performance. A good and supportive leadership style can boost productivity, creativity and efficiency. Leadership style affects employee performance in by Motivation, Job Satisfaction, Productivity, Innovation and Creativity.

##### Types of Leadership Styles

- Autocratic Leadership Style- It is the style in which the leader makes decisions alone without asking their employees.
- Democratic Leadership Style- It involve employees in decision-making.
- Transactional Leadership Style- Leader focus on supervision, structure and rewards or punishments based on employee's performance.
- Transformational Leadership Style-The transformational leaders motivate their employees to do more than expected.

Leadership Style Influences Employee Performance and Productivity in many ways: -

1. Motivation: A Supportive leadership increases employees' willingness to work efficiently.
2. Job Satisfaction: A Positive leadership style creates a healthy work environment.
3. Innovation and Creativity: Transformational leaders encourage new ideas and Creativity of employee.
4. Employee Involvement: Involving employees in decisions making increases their commitment towards company.
5. Productivity: A Clear guidance and encouragement from leaders improve output from employees.

Leadership style is an important factor in determining employee's performance. Organizations that are using effective leadership styles, especially participative and transformational approaches, are more likely to

achieve higher employee productivity and overall growth and success. Leaders need to change their leadership style based on organizational needs and employee expectations to improve performance.

#### V. HEAVY ENGINEERING CORPORATION LIMITED (HCL), RANCHI

Heavy Engineering Corporation Limited, which is also known as HEC is located in Ranchi, Jharkhand. It is a company that works under the Government of India. Heavy Engineering Corporation Limited was established in 1958. Heavy Engineering Corporation Limited is also called the "Factory of Factories" because it makes machines and equipment for other companies. Major Units of Heavy Engineering Corporation Limited has three units that make things:

- Heavy Machine Building Plant: Plant that makes equipment for steel companies and big industries.
- Heavy Machine Tools Plant: This plant makes tools which are used by machines.
- Foundry Forge Plant: It does all forging work.

Heavy Engineering Corporation Limited is a public company with management systems. The way leaders make decisions it affects how motivated their workers are and how well they perform their jobs. If Heavy Engineering Corporation Limited can modernize its management systems of its workers and decision-making it can help workers do better and help company to achieve its goals. Goods and Services: -

1. HEC mainly deals or sells heavy engineering goods like-
  1. Tools for steel plants.
  2. Tools for mining.
  3. Heavy machinery and cranes.
  4. Parts for the defence and space industries.
  5. Machines that are related to infrastructure.

2. Problems or limitations HEC has to deal with are-

1. Losses of money and lower profits.
2. Old technology.
3. Problems with managing the workforce.
4. More competition from businesses in the private sector.
5. Less productivity in some areas.

3. Importance for HRM and Leadership Studies in Heavy Engineering Corporation Limited,

Ranchi

HEC Ranchi is one of good example to use when looking at HRM practices and leadership styles because.

1. It is a public organization with old technology of running things.
2. The way a leader guides and manage has a direct impact on how motivated and productive its employees are.
3. To make things more efficient, we need to use modern HRM methods.

HEC Ranchi is a public organization that has a lot of historical and strategic value. It can improve productivity and employee performance by updating its HRM practices and using good leadership styles.

## VI. LITERATURE REVIEW

1. Lewin (1939) identified three leadership styles: autocratic, democratic, and laissez-faire. He concluded that leadership style directly influences employee motivation, job satisfaction, and performance. Democratic leadership was found to be the most effective for improving teamwork and productivity.
2. Blake and Mouton (1964) developed the Managerial Grid Theory based on concern for people and concern for production. They concluded that the Team Leadership (9,9) style is the most effective because it balances employee welfare with organizational goals.
3. Likert (1967) proposed four systems of management and found that participative leadership improves communication, trust, job satisfaction, and employee performance more effectively than authoritarian leadership.
4. Burns (1978) introduced transactional and transformational leadership. He concluded that transformational leadership motivates employees, enhances commitment, and improves organizational performance more effectively than transactional leadership.
5. Bass (1985) expanded transformational leadership theory by introducing four key components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. He found that transformational leadership significantly improves employee motivation and performance.
6. Wright (1992) emphasized that human resources are valuable organizational assets. He concluded that effective HRM practices, supported by strong leadership, enhance employee skills, commitment, and organizational performance.
7. Huselid (1995) introduced the concept of High-Performance Work Practices (HPWPs). He found that selective hiring, employee training, and performance-based rewards improve productivity and reduce employee turnover.
8. Delery and Doty (1996) examined the relationship between HRM practices and organizational performance. Their study concluded that a well-integrated HRM system enhances employee productivity and organizational effectiveness.
9. Pfeffer (1998) highlighted that employee-friendly HR practices such as job security, training, participation, and fair rewards increase employee commitment, productivity, and long-term organizational success.
10. Boxall and Purcell (2003) emphasized that strategic HRM practices aligned with organizational goals improve employee commitment, motivation, and overall organizational performance. Ahmad and Schroeder (2003) looked at how Human Resource Management affects how companies that make things work. The study found that when companies train their employees let them participate in decisions and reward them for work, they make more things and the things they make are better. Companies that have Human Resource Management systems do better. This study said that Human Resource Management is very important for companies that want to be competitive and work well.
11. Armstrong (2006) stated that strategic HRM practices such as recruitment, training, performance appraisal, and rewards improve employee performance and help organizations achieve their objectives.
12. DeCenzo and Robbins (2011) explained that HRM functions such as recruitment, training, performance appraisal, and employee participation are essential for developing a skilled workforce and improving organizational performance.

13. Dessler (2013) stated that effective HRM practices, including recruitment, training, performance appraisal, and compensation, improve employee productivity, motivation, and organizational success.

## VII. RESEARCH GAP

Although many studies and research have been done on Human Resource Management (HRM) practices and leadership styles but there are still some gaps in the existing literature. Many previous research has looked and emphasize at HRM practices and leadership style individually than examine how they work together to impact employee performance and organizational success. This creates a gap in understanding how HRM practices and leadership style interact with each other to influence employees and organizational outcomes. Many research have been carried out in organizations and multinational companies. These organizations usually have modern HR practices and flexible leadership approaches. In India traditional management systems like bureaucratic structures and strict policies are still common in public sector. The lack of studies and research focusing on heavy engineering industries. Public organizations like Heavy Engineering Corporation Limited (HEC) Ranchi have their conditions. They are having their workforce, technical complexity and operational challenges. Another gap is related to this context is few studies have been conducted in the region of Jharkhand. This region has its own industrial and socio-economic characteristics. In this region there is not data and analysis available regarding employee performance. Now the present study aims to fill these gaps by analysing the combined impact of HRM and leadership style on employee performance and organizational success, in HEC, Ranchi. This study also provides insights based on employee responses.

## VIII. RESEARCH QUESTIONS

1. What are the major HRM practices that are implemented in HEC, Ranchi for heavy engineering?
2. What types of leadership styles are followed in HEC, Ranchi and how it helps in improving employee's performance?

3. Are effective recruitment and selection process helps in improving organizational performance?

## Research Objectives

1. The main Objectives of this study is to evaluate how the Human Resource Management and the leadership styles impact on employee's performance at Heavy Engineering Corporation Limited in Ranchi.
2. Study about what the Human Resource Management team's already doing at Heavy Engineering Corporation Limited in Ranchi.
3. Study different types of leadership style. See how leaders and supervisors are managing their teams at Heavy Engineering Corporation Limited, Ranchi.

## Hypothesis

- H0 (Null Hypothesis): There is no considerable effect of Human Resource Management practices and leadership style on employee performance at HEC, Ranchi.
- H1 (Alternative Hypothesis): Human Resource Management practices and leadership style make a favourable impact and difference in employee performance at HEC, Ranchi.

## IX. RESEARCH METHODOLOGY

The process of doing research is very important. We need to collect, analyse and interpret data.

This is called research methodology. It helps us do our research in easy ways.

1. Research Design: The study is grounded to describe and analyses the process. This research or study is about examined the HRM practices and leadership styles at HEC, Ranchi and how they affect employee performance and organizational success.
2. Nature of Data: We collect some data directly from employees of HEC, by asking some questions and interviewing them. We also get some data from books, journals, research papers, company annual reports and their official websites.
3. Methods of Collection of Data: We use systematic questionnaires to ask employees questions. This helps us to get more information about the

organization. We also take interview of some employees and managers in person.

4. Sampling Technique: By using convenience sampling, we choose some employees to participate in our research based on how easy it is to reach them.
5. Variables of the Study: The researcher will focus on HRM practices and leadership styles. The study is about, trying to figure out is employees' performance.
6. Tools for Data Interpretation: Basic tools we are using like percentages to understand our collected data. We use analytical Tools to make tables and charts like bar graphs and pie charts to visualize our data and examine collected data. Also, we use statistics methods to analysing performance.
7. Scope of the Study: Our research is about HEC, Ranchi. We study about HRM practices and leadership styles effect on employee's productivity and performance.
8. Limitations of Methodology: We do not have a lot of employees who can participate in our study. We have less time to do our study in detail. Sometimes employees might not tell the truth to us. We are not having access to all the data of the company. This research methodology helps us to do our research and makes sure that our findings are good and correct, so that it can be trusted. The impact of HRM practices and leadership style on employee performance at HEC, Ranchi is what we are trying to figure out and understand.

#### X. HYPOTHESIS TESTING

In this experiment we have checked how the independent variable relates to the variable we did a multiple linear regression analysis using observations. The regression analysis done by the researcher to show the impact of independent variable (i.e. Human Resource Management and Leadership Style) on dependent variable (Employee's performance).

- Through this method the researcher tries to evaluate the relationship between Human Resource Management (HRM), Leadership Style, and Employees' Performance.
- The output of summary obtained by the researcher from the regression analyzing Technique of the data collected can be conclude.

- The summary table mainly indicates the relationship, significance, correctness and Dependability between two variable i.e. dependent and independent variable of research.
- In this research the main use of summary table is to show the statistical correctness of Hypothesis assumption made by the researcher about the impact of Human Resource Management and Leadership Style on Employees' Performance.

The summery table mainly contains 3 parts:

1. Regression Statistics: - This part mainly explains the relationship between Human Resource Management and Leadership Style (independent variables) and Employees' Performance (dependent variable).
2. ANOVA Table: - This part of summary table will analyze the correctness of the Assumptions made by the researcher about impact of Human Resource Management and Leadership Style on Employees' Performance.
3. Coefficient Table: - This part determines the individual effect of independent variable on employee's performance due to Human Resource Management practices and leadership style.

By analysing the output received after regression analysis, it can conclude that:

Regression Statistics	
Multiple R	0.9216538
R Square	0.8494457
Adjusted R Square	0.8450606
Standard Error	0.3048725
Observations	107

Summery:

According to this regression analysis Multiple R = 0.922. This means that there is a strong relationship between the actual value and predicted value, it states an accurate model of prediction.

$R^2$  (R square) = 0.849, it explains that 84.9% of change in dependent variables is explained by the three independent variables (X1, X2 and X3). Only 15.1% of variables depend upon other factors.

The adjusted value of  $R^2$  is 0.854. This means that after adjusting the number of predictions, the model performs well and is also reliable.

The estimated Standard Error is 0.305. This means that the prediction error of the regression model is low.

ANOVA (Overall Model Significance)

ANOVA	Df	SS	MS	F	Significance F
Regression	3	54.01522088	18.00507	193.7129	3.37284E-42
Residual	103	9.573564168	0.092947		
Total	106	63.58878505			

The ANOVA results determine that the regression model is statistically significant or not.

F-value = 193.713

Significance F =  $3.37 \times 10^{-42}$

The value is 0.05, so we reject the Null Hypothesis ( $H_0$ ) that all regression coefficients zero. It is important

because it means that the regression model is actually good at explaining the variable.

The regression model is correct and it significantly explain independent variables with dependent variables.

Coefficient Analysis:

The regression coefficients to shows the effect of each independent variable.

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	0.185702208	0.071993285	2.57943789	0.0113073	0.042920511	0.328483905	0.042920511	0.328483905
X Variable 1	1.194262437	0.135954391	8.78428733	3.6939 E-14	0.924628975	1.463895899	0.924628975	1.463895899
X Variable 2	-0.299723306	0.137003999	-2.18769749	0.03095265	-0.571438418	-0.028008194	-0.571438418	-0.028008194
X Variable 3	-0.017783371	0.085045465	-0.20910429	0.83477982	-0.186450988	0.150884245	-0.186450988	0.150884245

Source: Computed by the researcher using MS Excel.

Variable 1 (X1)

- Coefficient = 1.194
- t-value = 8.784
- p-value =  $3.69 \times 10^{-14}$

The value of Variable 1 the p-value is than 0.05. This means Variable 1 has an effect on the variable. To be specific if Variable 1 increases by one unit and the dependent variable increases by 1.194 units. This still holds true even it keep all variables the same. So, we decided to reject  $H_0$  and accept  $H_1$  for Variable 1. Variable 1 is really important.

Variable 2 (X2)

- Coefficient ( $\beta$ ) = 0.300
- t-value = 2.188
- p-value = 0.031

Here Variable 2 is also important. The p-value is than 0.05, so Variable 2 has a great positive effect on the

dependent variable. If Variable 2 increases by one unit, then the dependent variable increases by 0.300 units. So, we have decided to reject  $H_0$  and accept  $H_1$  for Variable 2. Variable 2 plays a role.

Variable 3 (X3)

- Coefficient ( $\beta$ ) = 0.018
- t-value = 0.209
- p-value = 0.835

Here Variable 3 is different. The p-value is greater than 0.05. Variable 3 does not have an effect on the variable. This means that the changes in Variable 3 do not really affect the variable in this model. We fail to reject  $H_0$  for Variable 3. Variable 3 is not significant.

## XI. OVERALL SUMMARY

Human Resource Management is really important for how employees do their jobs and how well the organization works as a whole. In today's business world companies need to have Human Resource Management and leaders who know what they are doing. This helps employees be more productive, motivated and happy with their jobs. Human Resource Management does things like help find and hire employees train them evaluate how well they are doing pay them and keep them engaged. All of these things help employees do their jobs better. The way leaders act also affects how employees behave feel and how much they want to help the company succeed.

This study looks at how Human Resource Management and leadership style affect how well employees do their jobs at Heavy Engineering Corporation Limited in Ranchi. Heavy Engineering Corporation Limited is a company in India that makes things and does engineering work. The study wants to figure out how Human Resource Management and the way leaders act affects how well employees do their jobs how motivated they are, how productive they are and how happy they are with their jobs.

The person doing the research asked employees at Heavy Engineering Corporation Limited for their opinions. They talked to people from parts of the company with different ages, educations and amounts of experience. They used a questionnaire to ask employees what they thought about the Human Resource Management and leadership at the company.

## XII. FINDINGS

The main things the study found are:

- Human Resource Management Practices make a difference in how well employees do their jobs. They help the organization work better.
- There is a connection between Human Resource Management Practices and Employee Performance. When employees are. Trained well and when they get good feedback and reward, they work better and are more efficient.
- The study found that employees who get the training and development do better at their jobs. They are also better at meeting the organizations goals.
- When employees get honest feedback on how they are doing they are more motivated and happier with

their jobs. They also feel more committed to the organization.

- When employees get paid and rewarded fairly, they work harder. Do better.
- The way leaders behave is very important for how employees behave and how motivated they're. Leaders who are supportive and include employees in decisions make a work environment. This helps employees do better at their jobs.

## XIII. CONCLUSIONS

Human Resource Management Practices and Leadership Style have an impact on how well employees do their jobs at HEC Limited, Ranchi. The person who did this research found out that things like hiring the people and training them helping them get better at their jobs checking how well they are doing paying them fairly and making sure they are happy and engaged all effect how well they do their jobs.

When employees get the training they need, they get better at their jobs. Can do more which helps the company do better too. Good Human Resource Management Practices help employees do their jobs efficiently and help the company reach its goals. The research showed that when employees are treated fairly and paid well, they are happier and more committed to the company. When leaders are supportive and work with their employees it makes employees want to do a job and creates a positive work environment. The research found that good leaders help employees by guiding them recognizing their work and encouraging them which makes them happier and more productive.

Overall, the research found that Human Resource Management Practices and Leadership Style are very important for making sure employees do their jobs well are happy and help the company do well and succeed in the long run, at HEC Limited, Ranchi.

## XIV. SUGGESTIONS

Based on what we found out from the study we have some ideas to make Human Resource Management better at HEC Limited, Ranchi.

HEC Limited, Ranchi should give employees training and development programs on a regular basis to help them learn new things and get better at their jobs.

The company should make sure that the way they evaluate employee performance is fair and everyone knows what is going on.

HEC Limited, Ranchi should let employees help make decisions to make them feel more involved and committed to the company.

The leaders at HEC Limited Ranchi should be supportive and work with employees to motivate them. HEC Limited, Ranchi should give employees better chances to move up in the company and get promoted. The company should pay employees well and give them rewards to make them happy and want to work hard.

Overall Suggestion: HEC Limited, Ranchi should really focus on making Human Resource Management and help leaders be more effective so employees do a great job and the company does well.

#### XV. FUTURE SCOPE OF THE STUDY

The study can be done again with people from different parts of the company and different levels of the organization. We can do this kind of research in government and private companies to see how they compare. People who do research in the future can look at how things that the human resources management team does such as teaching employees new things paying them or checking how well they do their jobs affects how well employees do their jobs. We can study how different ways of leading a team affects how motivated employees are, how happy they are with their jobs and how committed they are to the organization. The study can also look at things like the culture of the organization how engaged employees are and what the workplace is like. We can do a study over a period of time to see how the things that the human resources management team does and the way the leaders lead affects how well employees do their jobs over time.

#### REFERENCE

- [1] K. Lewin, "Patterns of aggressive behavior in experimentally created social climates," *Journal of Social Psychology*, vol. 10, no. 2, pp. 271–299, 1939.
- [2] R. R. Blake and J. S. Mouton, *The Managerial Grid*. Houston, TX, USA: Gulf Publishing, 1964.

- [3] R. Likert, *The Human Organization: Its Management and Value*. New York, NY, USA: McGraw-Hill, 1967.
- [4] J. M. Burns, *Leadership*. New York, NY, USA: Harper & Row, 1978.
- [5] B. M. Bass, *Leadership and Performance Beyond Expectations*. New York, NY, USA: Free Press, 1985.
- [6] P. M. Wright and G. C. McMahan, "Theoretical perspectives for strategic human resource management," *Journal of Management*, vol. 18, no. 2, pp. 295–320, 1992.
- [7] M. A. Huselid, "The impact of human resource management practices on turnover, productivity, and corporate financial performance," *Academy of Management Journal*, vol. 38, no. 3, pp. 635–672, 1995.
- [8] J. E. Delery and D. H. Doty, "Modes of theorizing in strategic human resource management," *Academy of Management Journal*, vol. 39, no. 4, pp. 802–835, 1996.
- [9] J. Pfeffer, *The Human Equation: Building Profits by Putting People First*. Boston, MA, USA: Harvard Business School Press, 1998.
- [10] P. Boxall and J. Purcell, *Strategy and Human Resource Management*. New York, NY, USA: Palgrave Macmillan, 2003.
- [11] M. Armstrong, *A Handbook of Human Resource Management Practice*, 10th ed. London, U.K.: Kogan Page, 2006.
- [12] D. A. DeCenzo and S. P. Robbins, *Fundamentals of Human Resource Management*, 10th ed. Hoboken, NJ, USA: Wiley, 2011.
- [13] G. Dessler, *Human Resource Management*, 13th ed. Upper Saddle River, NJ, USA: Pearson Education, 2013.