

HRM Practices in NRI Medical Sciences and General Hospital in Guntur District, Andhra Pradesh

V. Tulasi Das¹ and V. Krishna Reddy²

¹Department of HRM, ²Department of Commerce & Business Administration,
Acharya Nagarjuna University. Guntur - 522 510, Andhra Pradesh, India

E-mail: chinmaitulasi@gmail.com, venkatakrishna.anu@gmail.com

(Received on 28 September 2011 and accepted on 07 January 2012)

Abstract - Deregulation of services and the application of new technologies are presenting considerable challenges to service quality, especially in healthcare services. Health care service quality is crucial to the patient and the hospital / clinic. To deliver the quality services to patients, the quality of human resources is essential. The quality of human resources depends upon the quality of Human Resource Management (HRM) practices been practicing by the organization. Therefore, keeping in view the significance acquired by the HR practices, the present research work entitled HRM Practices in NRI Medical Sciences and General Hospital in Guntur district of Andhra Pradesh was undertaken. The HR practices at NRI Medical Science and General Hospital yielding positive results and make the organizations as the well result oriented.

Keywords: HRM Practices, Medical Sciences, General Hospital

I. INTRODUCTION

Health is above wealth, a proverb was effective yesterday, it is effective today and it would remain effective tomorrow or even a day after tomorrow. This is due mainly to the fact that a sound health is a pre-requisite for a healthy and sound mind. The accelerated pace of economic transformation, we can image the contributions of human beings and to improve the quality and strength of human beings, we estimate high the contribution of healthcare services. Deregulation of services and the application of new technologies are presenting considerable challenges to service quality, especially in healthcare services. Healthcare service quality is crucial to the patient and the hospital / clinic. Healthcare hospitals / clinics use service quality in maintaining competitive advantage and patients use healthcare service quality to differentiate between hospitals and doctors. The quality concept applies in several different areas in healthcare services i.e. sanitation, medical, clinical, pharma, ICU, emergency, post operation of the patient, inpatient, outpatient services etc. To deliver the quality services to patients, the quality of human resources is essential. The quality of human resources depends upon the quality of Human Resource Management (HRM) practices been practicing by the organization.

II. OBJECTIVES OF THE STUDY

Therefore, keeping in view the significance acquired by the HR practices, the present research work entitled HRM Practices in NRI Medical Sciences and General Hospital in Guntur district of Andhra Pradesh was undertaken with the following specific objectives.

1. To examine the socio-economic profile of the respondents of Employees of NRI;
2. To study the perception of employees towards various aspects of HR Practices; and
3. To forward certain conclusions based on findings arrived.

III. HYPOTHESIS

The study was carried out with the basic presumption that there is no systematic HR practices been practising in NRI Medical Sciences and Hospitals.

IV. METHODOLOGY OF THE STUDY

To fulfil afore said objectives, the data were collected both primary sources as well as secondary sources. The secondary data were collected from the various journals, books, periodicals and web. The primary data were collected with support of well designed questionnaire from the sample respondents. The sample consisted of 75 respondents working in NRI organization. The sample size consisted of various departments in the hospital. The data were collected personally by the researcher, using the non-probability incidental sampling with an assurance that the information obtained would be kept confidential. The data were collected with an assumption that they would possess an accurate and comprehensive perception of the HRM practices employed. The sole purpose of this sampling was to get an honest picture of the HRM practices of the organization. Employee's perception towards different aspects of HR practices were analysed through Analysis of Variance (ANOVA) Standard Deviation etc., with experiences as the basic factor. The results arrived at by analysing the data have been discussed in the paper.

V. REVIEW OF THE LITERATURE

It has been already been accepted both in domestic and international markets that employees can be an important source of competitive advantage for corporations (Peteraf, 1993). Therefore, it is critical that corporations adopt Human Resources Management (HRM) policies and practices that utilize the particular employee's potential to the fullest (Boxall & Purcell, 2000; Grant, 1996). Thorough recruitment and selection processes, effective compensation systems, extensive training and development activities, adequate job satisfaction and employment security all impact positively on the overall business and performance of a corporation. It has also been found that if HRM is linked to the overall business of an organization, it may further enhance the performance of the organization (Pfeffer, 1998). Moreover, due to the complexity of managing people from different socio-economic and cultural background, it is argued that the way global employees are managed will also have a significant impact on a firm's economic outcome (Bjorkman & Xiucheng, 2002). However, it has been noted that few organizations know how to manage HR effectively in a dynamic global environment because best practices in one context do not always translate to other contexts with differing socio-economic conditions and cultures (Chilton, 1993).

Human Resources (HR) are usually considered as one of the most valuable assets in an organization, but only few organizations generate real benefit out of this resource (Pfeffer, 1998). The resource-based view of the firm poses that superior performance is the result of the proper and timely mix of corporate resources including HR. It follows then that Human Resource Management (HRM) practices may lead to higher firm performance and act as a source of long-lasting competitive advantage because these practices are usually ambiguous, often unique and difficult to imitate (Wright, Duford & Snell, 2001).

Despite the general applicability of HRM theories, HRM practices carry a significant amount of local flavors. In any particular nation, HRM practices will be rooted in the country's historical, political, social and political differences (Tanure & Duarte, 2005). Tayeb (1998) claims that as opposed to universal aspects, locally meaningful aspects of HRM are based on employee's work-related values and attitudes. These deep rooted values and attitudes have a strong association with the employee's occupational, cultural and social backgrounds.

A growing body of empirical research has examined the effect of HRM practices on organizational performance (Vlachos, 2008). The list of HR practices that can affect

employees individual, as well as the organization's performance either independently or in bundles is quite long. However, not every HR practice can be a source of sustained competitive advantage (Ahmad & Schroeder, 2003; Cardon & Stevens 2004; Guest 1997). In order to examine the effect of HR practices on employee and organizational performance in the NRI context, we have chosen to examine the key HRM practices as proposed by Pfeffer (1998), Ahmad and Schroeder (2003) and Aycan (2005). A number of studies have been conducted in different settings to test the relationships between the stated HR practices and organizational performance. Many studies have found that significant relationships exist between the stated HR practices and organizational performance (Vlachos, 2008). Ahmad and Schroeder (2003) conducted a study to generalize the findings of impact of HR practices proposed by Pfeffer (1998) on operations management across countries and industries. Their findings provide overall support for Pfeffer's proposed HR practices.

VI. DATA ANALYSIS AND INTREPRETATION

A. Socio-Economic Profile of the Respondents

The data were presented in the Table 1 shows that the Socio-Economic profile of the respondent employees of NRI.

Age: The data were presented in the table shows that about 32% of employees were in the age group of 16 – 30 years. Nearly about 43% were in the age group of 31 – 45 years. This shows that majority of the respondents were belongs to middle age group and experienced people were working with NRI.

Sex: Majority of the (64%) employee respondents were female, while only 36% were male. This indicates that, the female dominate in the service sector in extended services to people.

Educational Background: The data presented in the table shows that 56% of the total respondent having the educational level up to graduation, while 29% of the respondents with above graduation level education, where the remaining studied up to SSC level. This indicates that majority of the employees have qualified up to graduation level of education. More the qualifications, more the chances to understand about the organizational human resource practices.

Experience: The data were presented in the table reveals that majority of the respondent employees were up to five years of experience. About 32% of the respondents having the experience of in between six to 15 years. It is interesting to note that about six respondents were having the job experience of more than 15 years.

TABLE I SOCIO-ECONOMIC PROFILE OF THE RESPONDENT AT NRI MEDICAL COLLEGE AND HOSPITAL.

Socio-Economic Profile	Number of Respondent	Percentage
Age (Years)		
16 – 30	24	32
31 – 45	32	43
46 – 60	19	25
Gender		
Male	37	36
Female	48	64
Qualifications		
Up to SSC	11	15
Up to Graduation	42	56
Above Graduation	22	29
Experience (in years)		
Up to 5 years	37	49
6 to 10 years	18	24
11 to 15 years	14	19
More than 15 years	06	08
Monthly Income (in Rupees)		
Up to 25,000	42	56
25,001 to 50,000	21	28
50,001 to 75,000	09	12
More than 75,000	03	04

Monthly Income: The data were presented in the table shows that 56% of employees with low monthly income up to Rs. 25,000 per month, while 28% of the total respondents having monthly income of between Rs. 25,001 to 50,000 per month and about 12% of the respondents having the monthly income of between Rs.50,001 to 75,000. This shows that employees at NRI were enjoying attractive salaries.

B. Recruitment and Selection at NRI

In the HRM system, the selection and recruitment process has an important place. Proper selection and recruitment processes can ensure that the right people, with desirable characteristics and knowledge, are in the right place, so that they fit with the culture and climate of the organization (Aycan, 2005). In addition, identifying the right employees in the first place can decrease the cost of employees

training and development. In addition, organizations have to attract skillful employees whose values and goals are consistent with the organization.

TABLE II METHOD OF RECRUITMENT PRACTICED BY NRI HOSPITAL AND MEDICAL COLLEGE

Socio-Economic Profile	Number of Respondent	Percentage
Age (Years)		
16 – 30	24	32
31 – 45	32	43
46 – 60	19	25
Gender		
Male	37	36
Female	48	64
Qualifications		
Up to SSC	11	15
Up to Graduation	42	56
Above Graduation	22	29
Experience (in years)		
Up to 5 years	37	49
6 to 10 years	18	24
11 to 15 years	14	19
More than 15 years	06	08
Monthly Income (in Rupees)		
Up to 25,000	42	56
25,001 to 50,000	21	28
50,001 to 75,000	09	12
More than 75,000	03	04

In NRI Academy of Sciences, main sources of recruitment are casual applications, applications through present employees and paper publications. For recruitment of freshers, we mostly depend on casual applications and applications through the present employees. For recruiting clerks/computer operators/ data entry operators, short listed candidates will be called from the applications we have already received and their computer skills will be tested mainly in MS Office. If they are good in computer skills, they will be interviewed to know their back ground and salary expectation. If they are acceptable to the terms and conditions of our Institute, they will be appointed on probation for a period of six months. If their services are good, they will be absorbed in regular service with scale.

TABLE III SELECTION TOOLS AND TECHNIQUES FOLLOWED BY THE NRI

Tools & Techniques	Number of Respondents	Percentage
Tests	--	--
Interview	07	9.34
Test and Interview	34	45.33
Reference Check	--	--
Medical Examination	--	--
All the above	34	45.33
F-ratio		1.98
F-crit		2.68
P Value		0.124

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	14.930	3	4.977	1.988	124
Within Groups	177.737	71	2.503		
Total	192.667	74			

For recruiting Officers/Managers, advertisement will be given in largest circulated daily papers calling applications from the suitable candidates. After receiving applications/resumes/Curriculum Vitae, they will be examined by HR department and short list will be prepared. After that they will be called for interview. Selection board consists of Dean, Principal, Medical Superintendent and Subject expert will interview the candidates and select the suitable candidate for the posts.

For recruiting major posts such as Chief Administrative Officer, Chief Financial Officers, Chief Executive Officer, Hospital Administrators, paper advertisement will be given in largest circulated news papers of different languages in South India. Selection board as stated supra will select the suitable candidate. While selecting candidates, age, previous experience, salary expectation will be taken into consideration. For recruiting technicians such as Lab technicians, Ophthalmology technicians, X-ray technicians, Respiratory technician etc, our paramedical college students will be preferred. House Keeping and Security services have been outsourced. Respective contractors look after their day - to-day work. The above ANOVA test results show that at 0.05 level is not significant hence we accept the null hypothesis and reject the research hypothesis and it can be inferred that there is no variance in Selection Tools and Techniques Followed by the NRI by linking experience.

TABLE IV OPINION ON RECRUITMENT POLICY AND SELECTION

Opinion	Number of Respondents	Percentage
Good	28	37.33
Satisfactory	34	45.33
Average	07	9.34
Poor	06	8
	--	--
F-ratio		6.18
F-crit		2.76
P Value		0.001

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	401.398	3	133.799	6.186	.001
Within Groups	1535.749	71	21.630		
Total	1937.147	74			

The data were presented in the table reveals that majority of the respondents (45%) express their satisfaction on recruitment and selection process been practiced in NRI. About 37% felt the process was good. Where 9% and 8% have expressed their opinion as average and poor respectively. The analysis of the table clearly pictures out that majority of the employees in NRI have perceived that the recruitment and selection practices were good and satisfactory. The above ANOVA test results show that at 0.05 level is significant hence we accept the research hypothesis and reject the null hypothesis and it can be inferred that there is positive HR practices on Recruitment Policy by linking experience in NRI hospital.

C. Job Security at NRI

In today's fiercely competitive world where employees are hired and fired instantly based on a company's needs, job security has emerged as one of the most important issues to employees around the world. Job security helps to create an environment of confidence among employees which reinforces their commitment to the company (Pfeffer, 1998). When companies do provide job security, it can have a positive impact on the company's performance. This relates to the notion that job security both increases an employee's commitment, and has a significant effect on an employee's level of motivation as well (Nohria *et al.*, 2008).

Ahmad and Schroeder (2003) found that job security also affects operational performance of an

organization indirectly through organizational commitment. In their study of 101 foreign companies operating in Russia, Fey *et al.* (2000) also found that job security improves company performance. Delery and Doty (1996) studied the US banking sector and found significant support for a positive relationship between job security and organizational performance (Vlachos, 2008).

Job security is particularly important to the employees because they want to avoid the risk of losing their jobs. In collectivist cultures, losing a job is considered as a discredit to the employees. Most of the time, the cause of the job loss is irrelevant to other members of the group. Hence, in the collectivist cultures, employees are often motivated to put considerable effort in their jobs to make sure that they are not fired or laid off. In the NRI context, job security is one of the most important elements for employee motivation. People put considerable effort into making sure that their job is secure.

TABLE V OPINION ON JOB SECURITY AT NRI HOSPITAL AND MEDICAL COLLEGE

Level of Satisfaction	Number of Respondents	Percentage
Highly Secured	48	64.00
Secured	17	22.67
Not Secured	10	13.33
Can't Say	--	--
F-ratio		2.716
F-crit		2.68
P Value		0.051

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.989	3	1.330	2.716	.051
Within Groups	34.758	71	.490		
Total	38.747	74			

Assurance (or lack of it) that an employee has about the continuity of gainful employment for his or her life. Job security usually arises from the terms of the contract of employment, collective bargaining agreement, or labor legislation that prevents arbitrary termination, layoffs, and lockouts. It may also be affected by general economic conditions. Job security is a must to every employee to work freely without any stress. In NRI Academy of Sciences, there

is job security. The employees working here feel it like a government job. Nobody has been terminated or removed from the organization so far. There are no retrenchments also. The above ANOVA test results show that at 0.05 level is significant hence we accept the research hypothesis and reject the null hypothesis and it can be inferred that there is positive HR practices on job security by linking experience in NRI hospital.

D. Training and Development

Training and development activities have been identified as crucial to organizational growth and survival in today's competitive world (Dee Saa-Davis, 2006). Training programs increase employee skills, which has a direct impact on employee productivity (Huselid, 1995). In addition, training is an effective way to overcome the factors that decrease employee job performance and satisfaction (Xiao, 1996). Like job security, training and development requires a certain degree of reciprocity: a company that continuously trains and develops its employees is actually increasing the market value of its employees, which affects employees productivity, commitment and may decrease the motivation to quit the company (Vlachos, 2008). In the NRI context, providing adequate training not only equips the employees with necessary knowledge and skills to perform their assigned duties but also makes the employees more loyal and committed to the company due to the perception that the company has done them a favor by allowing them to get adequate training.

TABLE VI METHOD OF TRAINING PRACTICED AT NRI HOSPITAL AND MEDICAL COLLEGE

Method of Training	Number of Respondents	Percentage
On the job methods	68	90.67
Off the job methods	07	9.33
F-ratio		2.883
F-crit		2.68
P Value		0.042

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.290	3	2.097	2.883	042
Within Groups	51.630	71	.727		
Total	57.920	74			

In NRI Academy of Medical Sciences, only new recruited trainees involved in training. Those who are selected as trainee Lab Technicians will be trained in our Labs. Senior technicians will guide them in doing tests. Likewise technicians in other departments such as bio-medical, Operation Theatres, Cathlabs, will be properly trained by the HOD's as well as senior technicians, so that they will be able to do work on their own within a short span of time. As soon as a fresher is recruited, they will be sent to the department for which he is selected and appointed as a trainee with a probation period of 6 months. After successful completion of probation, their service will be regularized. Before completion of probation, they will be given full fledge training. Then only they will be regularized. Every employee needs training. Without training, human resources cannot be utilized in a proper way. Majority of the time the organization been practiced on the job training methods in extending training for their employees.

The above ANOVA test results show that at 0.05 level is significant hence we accept the research hypothesis and reject the null hypothesis and it can be inferred that there is positive HR practices on training and development by linking experience in NRI hospital.

E. Decentralization / Team Work

Decentralization and teamwork are critical to organizational competitiveness and innovativeness (Lau & Ngo, 2004; Mivvis, 1997). Team activities not only improve cooperation and communication among employees, but also create an appropriate work culture (Kaya, 2006). In most contemporary organizations more and more employees are required to work in teams and make joint decisions to meet team and organizational goals (Aycan, 2005). Ahmad and Schroeder (2003) assert that effective team working requires professional people skills, including a deep understanding of aptitudes, abilities, and personal traits of team members.

Tata and Prasad (2004) found that decentralization and teamwork promotes employee commitment and creates a sense of attachment to the organization. A number of studies identified decentralization and teamwork as important high-performance HRM practices (Pfeffer, 1998; Wagner, 1994, Singer & Daval, 2000). In a study of differential outcomes of team structures for workers, supervisors and middle managers in a large telecommunications company, Butt (2004) found that participation in decentralized teams was associated with significantly higher level of employment security and satisfaction for workers. In the NRI context, employees prefer teamwork and decentralized decision making.

F. Information Sharing

Information sharing has emerged as a significant HR practice in contemporary organizations. Sharing information on both the individual and company performance fosters organizational openness. This in turn enhances loyalty and trust of the employees to the company which results in enhanced motivation and co-operative behaviors (Grzelak, 1988; Stone, 1998). Aycan(2000) asserts that communicating performance data on a routine basis help employees to improve and develop. In the absence of any feedback, employees may perceive to have a satisfactory performance when in reality they don't (Choe *et al.*, 1999). Besides, information sharing leads to organizational transparency that helps to enhance employee commitment and reduce turnover (Ahmad & Schroeder, 2003). In his study, Morishimo (1991) found a positive association between information sharing, and productivity and profitability. In the NRI context, employees accept the fact that not all information will be shared with them by their superiors and there will be a certain degree of lack of transparency in information sharing.

TABLE VII OPINION OF EMPLOYEES ON INFORMATION SHARING AT NRI HOSPITAL AND MEDICAL COLLEGE

Opinion	Number of the Respondents	Percentage
Very Frequently	11	14.67
Frequently	19	25.33
If Necessary	37	49.33
Never Share	08	10.67
Can't Say	--	--
F-ratio		12.591
F-crit		2.68
P Value		0.000

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	19.614	3	6.538	12.591	0.000
Within Groups	36.866	71	0.519		
Total	56.480	74			

The data were presented in the above table comprehended that majority of the respondents (49%) have to share the information if necessary. About 25% and 15% stated that they have share the information frequently and very frequently respectively. Whereas only 11% of the total respondents expressed their opinion that they have never share the information. The analysis of the table discloses that employees working in the NRI have to share the information if necessary and frequently. The above ANOVA test results show that at 0.05 level is significant hence we accept the research hypothesis and reject the null hypothesis and it can be inferred that there is positive HR practices on information sharing by linking experience in NRI hospital.

G. Compensation Policy

Performance-based compensation is one of the most important HR practices that companies use to evaluate and reward employees (Colin & Clark, 2003). Many studies have found that there is a positive link between performance-based compensation and employees performance (Cardon & Stevens, 2004). Empirical studies on the relationship between performance related pay and company performance have also found a positive relationship (Singh, 2005). Uen and Chien (2004) identified performance-based compensation and merit-based promotion as ingredients in company's incentive systems that encourage employees performance and higher commitment level. In the NRI context, employees do not resist the fact that differential salaries and benefits are paid to different employees based on subjective decisions of the top management rather than paying salaries and benefits based on a structured compensation policy.

Individualism and collectivism can also play an important role in deciding what kind of reward system a company should adopt. As opposed to a focus on individual performance and the related pay-for-performance system, in collectivistic cultures, there is a strong emphasis on group-based rewards (Glushinos, 1988). As individual differences are downplayed in collectivistic cultures, the equality principle in compensation and reward systems is very significant (Aycan, 2005). Indirect compensation which includes benefits and allowances offered by an organization is also subject to cross-cultural variations. Hao and Von Glinow (1995) found a strong positive correlation between collectivism and flexible benefit plans. Preferred benefits for collectivist cultures include welfare programs such as contribution to children education fund, housing loan, etc (Sparrow and Budhwar, 1997). In NRI Academy of Sciences, Incentives are provided only to the Pharmacists basing on the sales and profit. They are not providing any incentive to the employees working in other departments.

TABLE VIII EMPLOYEE SATISFACTION WITH OVERALL COMPENSATION POLICY OF NRI HOSPITAL AND MEDICAL COLLEGE

Level of Satisfaction	Number of Respondents	Percentage
Highly Satisfied	18	24
Satisfied	34	45.33
Not Satisfied	16	21.33
Dissatisfied	07	9.34
Can't Say	--	--
F-ratio		3.670
F-crit		2.68
P Value		0.016

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.065	3	2.688	3.670	.016
Within Groups	52.015	71	.733		
Total	60.080	74			

The data were presented in the above table reveals the satisfaction of employees of NRI on overall wage and compensation policy, been practiced in NRI. Out of the total respondents about 45% have satisfied with the current wage and compensation policy. Nearly 24% have highly satisfied and only 21% were dissatisfied with the existing wage and compensation policy of NRI. Hence, proper policy should be designed to satisfy all the employees of the organization to relive dissatisfactions and make them better performed. The above ANOVA test results show that at 0.05 level is significant hence we accept the research hypothesis and reject the null hypothesis and it can be inferred that there is positive HR practices on overall compensation policy by linking experience in NRI hospital.

VII. CONCLUSION

This paper has discussed six salient HR practices (i.e. compensation policy, job security, training and development, selection and recruitment, decentralization and team work and job security) at NRI Medical Sciences and General Hospitals. The HR practices at NRI Medical Science and General Hospital yielding positive results and make the organizations as the well performed. In some practices they must take extra care to make the organization as better competitive positioning. Furthermore, these indicators are believed to have a significant impact on employee

expectations in the context of NRI. Future quantitative analysis is proposed to identify specific employees cognitive and behavioral outcomes of job satisfaction, commitment and motivation as these are significantly affected by the identified elements of HR practices.

REFERENCES

- [1] S. Ahmad, and R.G.Schroeder, "The Impact of Human Resource Management Practices on Operational Performance: Recognizing Country and Industry Differences", *Journal of Operations Management*, Vol. 21, pp.19-43, 2003.
- [2] Z. Aycan, "The Interplay Between Culture and Institutional/Structural Contingencies in Human Resource Management Practices", *International Journal of Human Resource Management*, Vol.16, No.7, pp.1083-1119, 2005.
- [3] I. Bjorkman and F. Xiucheng, "Human Resource Management and the Performance of Western firms in China", *International Journal of Human Resource Management*, Vol. 13, No.6, 2003.
- [4] P. Boxall and J. Purcell, J, "Strategic Human Resource Management: Where Have We Come From and Where Should We be Going?", *International Journal of Management Reviews*, Vol. 2, No.2, pp. 183-203, 2000.
- [5] M.S. Cardon and C.E. Stevens, "Managing Human Resources in Small Organizations: What Do We Know?", *Human Resource Management Review*, Vol.14, pp. 295-323, 2004.
- [6] K. Chilton, "Lincoln Electric's Incentive System: Can it be Transferred Overseas?", *Compensation and Benefits Review*, Vol, 25, No.6, pp. 21-30, 2008.
- [7] B.A. Friedman, "Globalization Implications for Human Resource Management Roles", *Employee Response Rights Journal*, Vol.19, pp.157-171, 2007.
- [8] R.M. Grant, "Prospering in Dynamically-Competitive Environments: Organizational Capability as Knowledge Integration", *Organization Science*, Vol. 7, No.4, pp.375-389, 1996.
- [9] A.K.Gupta and V.Govindarajan, "Converting Global Presence into Competitive Advantage", *Academy of Management Executive: The Thinking Manager's Source*, Vol. 15, pp.45-56, 2001.
- [10] 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.
- [11] N. Kaya, "The Impact of Human Resource Management Practices and Corporate Entrepreneurship on Firm Performance: Evidence of Turkish Firms", *International Journal of Human Resource Management*, Vol. 17, No.12, pp. 2074-2090, 2006.
- [12] N. Nohria, B. Groysberg and L. Lee, "Employee Motivation: A Powerful New Model", *Harvard Business Review*, Vol.86, No.7/8, pp. 78-84, 2008.
- [13] M. A. Peteraf, "The Cornerstones of Competitive Advantage: A Resource Based View", *Strategic Management Journal*, Vol. 14, pp. 179-191, 1998.
- [14] J. Pfeffer, *The Human Equation*, Boston, M.A: Harvard Business School Press., 1998.
- [15] P. Sparrow and P.C. Wu, "Does National Culture Really Matter? Predicting HRM Preferences of Taiwanese Employees", *Employee Relations*, Vol. 20, No.1, pp. 26-56, 1998.
- [16] P.R. Sparrow and P.S. Budhwar, "Competition and Change: Mapping the Indian HRM Recipe against World-wide Patterns", *Journal of World Business*, Vol. 32, No.3, pp.224-243, 1997.
- [17] B. Tanure and R.G. Duarte, "Leveraging Competitiveness Upon National Culture Traits: The Management of People in Brazilian Companies", *International Journal of Human Resource Management*, Vol. 16, No.12, pp. 2201-2217, 2005.
- [18] H. Tayeb, *The Management of Multicultural Workforce*, University of Edinburgh, England, 1999.
- [19] M. Tayeb, "Organizations and National Culture: Methodology Consideration", *Organization Studies*, Vol. 14, pp. 429-446, 1995.
- [20] D. Ulrich and W. Brockbank, *The Value Proposition*, Boston: Harvard Business School Press, 2005.
- [21] I. Vlachos, "The Effect of Human Resource Practices on Organizational Performance: Evidence from Greece", *International Journal of Human Resource Management*, Vol. 19, No.1, pp. 74-97, 1998.
- [22] P.M. Wright, B.B. Dunford and S.A. Snell, "Human Resources and the Resource-based View of the Firm", *Journal of Management*, Vol. 27, pp. 701-721, 2001.