

# The Impacts of Human Resource Practices on Employee Performance in Corporate Sectors of Pakistan

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## Abstract

Employee performance is depending on a variety of activities as a function it associated with training and development and performance appraisal. In all aspects, training and assessment play a considerable part in achieving the individual's growth and developmental tasks. HRP is more a proactive and supportive function because the organization has to take a lead in helping the people to grow and realize their potential. In our study which is conducted on the development of human resource management and its effects on business development contains much significance for the organizations that want to develop their manpower and to improve their efficiency and effectiveness. This study is purely conducted on employees of Gujranwala (Pakistan) Waste Management Company. The objective of this study is to find out the main components that can help in development of human resource management and can develop the manpower efficiency and effectiveness of any organization. In this study we focused on six variables that included one dependent variable like "Employee Performance in Corporate Sector" and five independent variables which included Selection & Recruitment, Training & Development, Appraisal & Rewards, Performance Management, and Promotions & Transfer. All independent variables have effects on dependent variable positively except one negative. Independent variables are also effect on each other. For the purpose of data analysis we use statistical tools to assess our collected data. We used regression modal to find out the relationship among dependant variable and independent variables. It is observed after using statistical modal that by development of Human resource department employee performance and organizational efficiency improve. According to our study it can be said that employee performance can be affected by many variables. It is also observed during interview of different respondent that all variables do not affect in same manners, some of them affect more than others.

## Keywords

Human Resource Practices, Employee Competence, Employee Performance, Job satisfaction, Commitment, Human Resource Management

## 1. Introduction

The component of organizational management that deals with the inhabitants is called Human resource management. It is a support or junction in any business concern. It play a role to provide the support in Human Resource Management matters to line workers that are directly concerned in the production of goods and services (Bhatnagar, 2005).

It's true that every organization in spite of its form

whether; government, Private Boniness, Corporate sector, educational department, amusement, or other service providers. It is essential for every organization to keep and hire efficient people to face the competition environment in the market. Human Resource management lying of most important purposes; employee recruitment, employee training & development and employee motivation towards its job, and have also some most important behavior; hiring employees, trained employees, motivating them, and retaining them for the future purposes (Virginia, 2007).

Money, material and equipments participate an important part in the improvement of any Business concern, but due to absence of efficient labor these all tools could not be used efficiently. Any association cannot grow by a few individual factors; without combined effort of all members of the organization any organization cannot growth properly.

In competitive environment every organization wants to provide better product and services to their customers. Now a day's due to the change and innovation in technology the choice and satisfaction level of consumers has improved. Tools of working changed due to the change in the technological environment (Pierce, 2001).

Methods and tools for providing services and manufacturing is also changing rapidly due to the demand of customer. In providing goods and services corporate sector play a vital role. It participate the more than fifty percent of the outcome of state. A few years before HR were not the important department of much organization in Pakistan. Due to competition environment in corporate sector take the attention of developing organization in market. Due to the rapid working in the HR department we study the HR department of corporate sector which bring reforms in the HR department (Redington, 2005). Now it's a separate department in the organizations that have their own faculty and working people, it have also their responsibilities such as recruitment and selecting work force, training & development, performance management, Managing people, Employee health safety etc. provide the services and recently it also work on Human Resource department of their organization. For the study of relationship between development in HR and employee performance we study their recruitment and selection criteria of this organization.

Human resource system is the important and major part of the organizational as well as practical for financial uprising of any nation. Gujranwala waste management is supposing as a center and indicator of the Human Resource system. Human resource sector participate as an important part of the in development of the financial position of state, that's why it also says that it is an important pillar in the development of Pakistan's economic structure. The environmental occurrence of the industrial zone attached in the middle of the variety and profundity of the services convert the whole arrangement an essential intermediate in daily basis communication. The effective domination of industrial segment in the mode of payment and its structures contact the survivor of thousands of inhabitants on daily basis and the world over. As a consequence the industrial zone has been participating an important part as a development catalyst.

Training and development is the much significant and essential component of the human resource development. It also participates as a fundamental part in development of any business concern. It is necessary for the human resource department of every organization whether newly incorporated or running organization to provide the training facility to their employee which helps them to meet requirements of the business development.

Build rapidity for spotless waste at Gujranwala Waste

Management Company, worry regarding the town live in Gujranwala district scattering the expression to engage community and realize the people possess the unsoiled mission in this town for the upcoming generation in a improved form specified it, GWMC commitment to Gujranwala keen for the uncontaminated city on the map of the country an competent enhanced and incorporated rock-solid waste management system which may provide the mounting population necessities. They are also heartening society to decrease desecrate at starting place, rising the partnership of public and private for consumer gracious services generate safer non-refundable sites cooperation to allocate the reimbursement of knowledge and novelty, waste management was the sector which was to in the list of district government planning, that why it was ignored department because of shortage of strapping dedication of city district government Gujranwala, it was built under the name of waste management company and under the section 42 of the companies ordinance 1984. This establishment is established as limited by guarantee have zero share capital and it is established as nonprofit organization according to the implication of section 42 of the companies ordinance 1984.

## 2. Literature Review

Human Resource department participate in the development of organization as well as in the employee development. With the development of employee skills and abilities, the productivity and efficiency the performance of employees improved. HRM here improve such practices which can improve the organizational effectiveness.

It articulated here there when HR department provides the training to its employees there is a enormous difference amongst the employees having training by their organizations and the employees having no earlier training (Stevenson, 1999).

It is core responsibility of HR manager to provide the job concerning training to the employee according to the job specifications. It is also stated in earlier studies that training creates reimbursement for employees and organization (Stockton, 1995).

In every successful organization have a strong Human resource department which provide many types of training to their employees according to job need, it may on the job and off the job training thought training classes and seminars (Singh, U. K., 1994).

Performance management can be explaining as the behavior which makes sure that tasks are continuously is accomplished in a successful and competent way. It may also focal point on the performance of the department of any business concern, worker, or even the procedures to assemble a product or services and several additional regions as well. It is calculated at the side of the explained principles of performance of an organization brilliant performance means how batter employees performed on the job in different assigned tasks, it could measured by applying different techniques. In this respect every organization has its own measurement level (Thomas, 1998).

Employee performance can be premeditated beside the discussed standards of health and safety that how better employees performed on the job by assigning different goals. The performance of employee could be improved by implementing these techniques (Todd, 1992).

It is observed in above discussion that employees who employed on piece rate system often shows more productivity than those workers who work on monthly salary system. This strategy can use in manufacturing organizations where employee involve in assembling of different parts of product. If people are employed on monthly salary system in that organization, they will not keen for assembling more parts than those employees who have employed on piece rate system, because employee salary increase with working efficiency (M.S, 1987).

Selection and Recruitment is the most significant part of Human Resource. Human resource is play a role as a intermediate there, if they do right it means that they can minimize any potential as if you get this process right you're intermediate there, as you have minimized any issues of potential employee's which may arise in future (ILO., 1997).

The primary purpose of training and development department is to confirm the accessibility of skillful and eager workers in any business concern. On the other hand it has also further main objectives: Individual, managerial, efficient, and collective.

Training and development is the main and fundament part of human resource department with in any organization. It is the trend now that arbitrariness is decreased and knowledge and performance modifications take place in the format of the organization. These types of organization keep the traditional concept for the training of the employees. There view regarding managers is different from developed organizations. There were also some views that training is a very costly affair and not worth. Organizations used to believe more in executive pinching. But now the scenario seems to be changing (Gupta, 1979).

Compensation and Reward packages are also used for the betterment of employee performance within a business concern. While, amongst all four components of organization i.e. Men, Material, Machine and Money, the very first is Men that have been major feature, no one organization can run their business without this component. On other hand four main factor of production are land, labor and capital. Each factor has its own importance in the field of production in the businesses. Every factor has its return and every factor expect the return from its working for example Rental income is the anticipated reward by the Landlord. In the similar way investors predict Interest whereas industrialist waits for profits and employee waits for the salary from the processes. (Iqbal, 1997).

Performance management is a procedure through which managers and worker works mutually for the map of examine and analysis a workers purposes and on the whole involvement in the business (Stockton, 1995). It is about to creating an ethnicity that persuades the continuous development of organization process and individuals skills,

behavior and contributions. Performance management centre on the responsibility and effectiveness of line manager in designing targets and reviewing and intensification the performance of their staff. The recoding of this information is done through the performance management and development (Singh.U.K., 1994).

Performance management is essential for the accomplishment of any establishment or venture. Performance management is crucial when it comes to pathway, sustaining and heighten the organization's performance and remaining a far away from the front of the opposition (Thurston, 2000).

In any organization the shifting is the movement of an employee from one to another job that is formerly customary through the permitted employees requisition; it has the equivalent wages assortment and perhaps engaged a raise in the wage. Shifting can change the title of the job. On other hand promotion is the movement to the higher classification job which have a higher value in the marketplace and have the changed job title. Promotion can be classified into two types; market base promotion and contribution promotion (Tjepkema, 2000).

Whenever an employee consider any other in the market that is better than its existing job, then he have to received the promotion according to the market the rate which is prevail in the market. On the other hand when employee consider that other job is paying more contribution level than its current then he have receive the contribution level promotion that have the higher wage rate according to the market rate. (Todd, 1992).

It is significant that organization has a good strategy in regarding to transfers and promotions. The policy should have a clear, reasonable and apparent process that applies to all employees within the organization. A transfer needs workers to alter the work group, place of work or division. The transfer may be to reposition the worker to a diverse area. The transfer of any worker to a new occupation has to observe that it is equivalent to or improved than the earlier occupation, or else it could be measured critically by the worker as relegation. This could lead to the employee accommodation a personal complaint on the grounds of relegation (Tutterow, 2001).

It can also say that promotion is a transform of occupation to a senior level inside the association. The promotion policy within an organization again, must be clear, reasonable and have a apparent process that applies to all employees within the organization to conform with the principle of natural integrity (M.S, 1987).

### 3. Hypothesis

*H1:* Employees Training has significant relationship with Employee Performance.

*H2:* Performance management has significant relationship with Employee Performance

*H3:* Promotion and Transfer has significant relationship with Employee Performance

H4: Employee Motivation has significant relationship with Employee Performance

H5: Appraisal and rewards has significant relationship with Employee Performance

## 4. Methodology

We have conducted survey for collection of data for this research and questionnaire was used for the collection of data. All answers are given by corporate employees. Questionnaire consists of five main parts. First ask about general perspective of selection and recruitment. Second part shows impact of training and motivation on business development. Third section consists of relationship among appraisal and reward. Fourth part shows the relationship between employee performance management and motivational activities. Fifth section describes the type of promotion and transfer mostly used by GWMC and final section shows the demographics of respondents

All samples are collected from different corporate sectors that we visited. These sectors included, Solid Waste Management (SWM), Sialkot Waste Management Company (SWMC), Gujranwala Waste Management Company (GWMC), Lahore Waste Management Company (LWMC), the above mentioned sectors are visited by us for the purpose of collection of data.

We used the sample of 50 questionnaires for my study. The questionnaire was formed by using five options (1 for strongly agree) and (5 for disagree). The respondents were the employees of different corporate sectors in Punjab region. We preferred all types of sectors are tested. The respondents included of all age level with their related experience.

In this study we focused on six variables that included one dependent variable like "Employee Performance in Corporate Sector" and five independent variables which included Selection & Recruitment, Training & Development, Appraisal & Rewards, Performance Management, and Promotions & Transfer. All independent variables are effect on dependent variable positively except one negative. Independent variables are also effect on each other. For the purpose of data analysis we use statistical tools for further assess of our data collected by our respondents. According to our study we use regression modal to find out the relationship among dependant variable and independent variables.

## 5. Correlation Between the Variables

**Table 1.** Correlation between Employee Performance on Recruitment & Selection.

	EP	SR
EP	1.000000	-0.054554
SR	-0.054554	1.000000

This study has composed from 50 respondents of different departments of Gujranwala Waste Management Company, which gives us different statistical data. After collecting data, we use EvIEWS-5 software for calculating the correlation

between dependent variables and independent variables that shows the different results of correlation among different variables. In the Table 1 we calculate correlation between two variables HRP (dependent) and Recruitment and selection (independent). It is calculated that there is positive relationship between HRP and RSE as the coefficient between two variables. It means that if there are positive relationship between it show some ratio that could be in positive or negative form. If HRP is 1 the RE shows -0.054, which means that corporate employees are not motivated for their job but only doing job but not loyal with their job. In the light of above it can say that corporate organization should plan for selection & recruitment of employees towards their work. This target can achieve if GWMC provide facilities to their employees and reduce their working responsibilities. Its show that RS is plays an important role for the HRP.

**Table 2.** Correlation between Employee Performance & Training.

	EP	T
EP	1.000000	0.365963
T	0.365963	1.000000

The data of this study have composed from 50 respondents of different departments of Gujranwala Waste Management Company, which gives us different statistical data. The data of this correlation is also collected from respondents with the help of questionnaire. After collecting the given data, we use EvIEWS-5 software for calculating the correlation between dependent variables and independent variables that shows the different results of correlation among different variables. In the Table 1 we calculate correlation between two variables HRP (dependent) and T (independent). It is calculated that there is positive relationship between HRP and T as the coefficient between two variables. If HRP is 1 the T shows 0.365, its show that TR is play an important role for the HRP. According to the above results it can say that with the development in HRP, training programs can effect positively.

**Table 3.** Correlation between Employee Performance & Appraisal and Reward.

	EP	AR
EP	1.000000	0.051120
AR	0.051120	1.000000

In this tables, data shows that there is positive relationship between these two variable and observation also explain that the correlation between HRP and AR. The results in the table discussed above are conducted with the help of data analysis software E-VIEWS-5 which represents that HRP also positively affected by the AR. In the light of data collected by our respondents, it is observed that it is with the development in HRP the process of rewards and appraisal improved. It means that appraisal and awards are prepared according to the employee performance. In GWMC human resource department also work on the development of this procedure. It is also observed form data and its results that there is positive relationship between these two variables.

**Table 4.** Correlation between Employee Performance & Performance Management.

	EP	PM
EP	1.000000	0.081832
PM	0.081832	1.000000

In this table two variables are taken for the calculation of correlation between two different variable one is dependent and other is called independent variable. The table shows that two variables are used for the measurement of correlation between HRP and PM. This observation of 50 different respondent of GWMC explains that there is positive relationship between these two variables. The data used in this correlation collected from 50 employees GWMC of different departments. It is concluded that PM placid affect on HRP. This result shows that with development in human resource management the performance of employee will improve which is directly or indirectly effect the human development.

**Table 5.** Correlation between Employee Performance & Promotions & Transfer.

	EP	PT
EP	1.000000	0.772187
PT	0.772187	1.000000

**Table 6.** Regression Analysis.

<b>Dependent Variable: DHR</b>				
<b>Method: Least Squares</b>				
<b>Date: 07/20/15 Time: 11:50</b>				
<b>Sample: 1 50</b>				
<b>Included observations: 50</b>				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
S				
C	1.916431	0.602445	3.181090	0.0027
AP	-0.096533	0.097555	-0.989530	0.3278
PM	0.172787	0.114580	1.507997	0.1387
PT	0.354698	0.114568	3.095953	0.0034
SR	-0.070919	0.131316	-0.540067	0.5919
TD	0.010828	0.130985	0.082667	0.9345
R-squared	0.819897	Mean dependent var		2.040000
Adjusted R-squared	0.731249	S.D. dependent var		0.902604
S.E. of regression	0.241288	Akaike info criterion		2.604402
Sum squared resid	31.14172	Schwarz criterion		2.833845
Log likelihood	-59.11006	F-statistic		2.480560
Durbin-Watson stat	1.575945	Prob(F-statistic)		0.045986

It signifies the correlation between the variables HRP (Dependent) and Promotions (Independent) variables. The correlation between these two variables is positive. In this correlation HRP is directly proportion to the promotion (independent) which means that promotions conveniences of any organization can positively affect the business development if human resource department works efficiently and effectively. In GWMC, according to the respondent,

promotion plans offers to the employees for getting maximum output from their services can increase the organizational productivity. In this calculation HRP affected by PT up to 0.772, it means that PT affect HRP 72% approx. these statistics represents Positive relationship mans that business can improve if GWMC introduced more promotion and incentive plans according to the employee performance. According to the above result this variable (promotion) also affect positively as training.

By applying OLS method square least the study also analyze the affect of job Training, Incentive, Motivation, Involvement on the business defined are as above table.

## 6. Implication

The performance of employee plays an important role for the development of any organization. It is already discussed in earlier stages that with motivating to employee by using different tools no one can get maximum benefits. For this purpose organizations now developing human resource department which help in developing employees performance according to their skills and sources. It is important in competitive environment because every organization want to control over the market by providing better product and services to their customers. In current scenario, every organization wants to provide maximum benefits from employee to its customers/clients. Gujranwala waste management company is a semi-Government institute and keen to provide better services to its beneficiaries. For this purpose the management of GWMC encourage to it employees to do work at their best. They are using the above discussed techniques for motivating the employees by using different tools such as promotion, appraisal and reward, training and development, performance management etc.

Human resource system is the most significant institutional and practical vehicle for economic revolution of any country. Corporate sector is reckoned as a hub and indicator of the Human Resource system. As a pillar of the Pakistan economy, Human Resource sector is playing a prime role in the economic development of this country. The geographical occurrence of the corporate sector coupled with the range & depth of their services make the system an indispensable medium in everyday transactions. The virtual monopoly of corporate sectors in "payment mechanism" touches the lives of millions of people every day and everywhere. Consequently the corporate sector has been playing a significant role as growth facilitator.

In this study we collected data from 50 employees (respondents) of Gujranwala Waste Management Company and used data analysis software E-Views and used likert method from Uma Sikaran book. It is observed after using statistical modal that with development of Human resource department, employee performance as well as organizational efficiency improved. According to the different case studies it can say that employee performance can be affected by many variables. It is also observed during interview of different respondent that all variables do not affect in same manners,

some of them effect more than others. This variation is due to the degree of likening and disliking.

## 7. Discussion

In our study which is conducted on the development of human resource management and its effects on business development contains much significance for the organizations who want develop their manpower and improved their efficiency and effectiveness. This study is purely conducted on employees of Gujranwala Waste Management Company. The objective of this study is to find out the main components that can help in development of human resource management and can develop the manpower efficiency and effectiveness of any organization. After this study it is realize that with development of human resource management the organizational efficiency also improves. In light of above all results it can say that if an organization wants to improve their organization it should develop its human resource management. In this study it is observed that how employee performance can help in business development. During conducted this study it is observed that employee performance play a vital role in development and enhancement of the business.

Training and development participates a major part and essential role for the employee performance. It is necessary for the human resource department of every organization whether newly incorporated or running organization to provide the training facility to their employee which helps them to meet requirements of the business development. The organizations that provide services to its customers also provide training to its customers according demand because without professionals any organization can not develop its business in employee performance. It is the primary responsibility of the HR department to select those people who have the skilled and have some knowledge in their work. For this purpose HR department conduct interviews for the selection of the employee for the organizational work. It is primary responsibility of HR department to provide training to its employees according to their work specialty. Now a day organization pays attention to the employee training for getting maximum output from their abilities. For this purpose organizations (HR department) arrange training sessions for employees. Here training can also divide into two types off the job training and on the job training (Shudak, 2002). According to (Singh, 1980) Performance management means to "An evaluation of a worker, procedure, tools, or other feature to evaluate growth towards the predestined target." It means that organizations also measure the performance of the employee. In every organization HR department also responsible to scale the employee performance.. It also helps in the preparing appraisal and rewards of employees (Smith, 2002). With the development in organizational technological structure, it is also important to keep their employee with the company by providing different incentive plans and market based salary. My organization also plan different policies for the employee

compensation. Some of the organizations use different tools which contain performance base bonus, annual awards and semiannual awards. In GWMC also announced different awards according to the employee performance (Snow, 2001). With the development in organizational technological structure, it is also important to keep their employee with the company by providing different incentive plans and market based salary. My organization also plan different policies for the employee compensation. Some of the organizations use different tools which contain performance base bonus, annual awards and semiannual awards. In GWMC also announced different awards according to the employee performance (Snow, 2001).

## 8. Conclusion

In this study 50 questionnaires were used for collecting data from our respondents, questionnaire was divided into different categories according to the variables. The results of discussed problem demonstrate that there was a good correlation among the worker performance and business development and it is also important for retention of employee and also important for the development of the HRM practices. The regularity and irritated check concerning to the job surroundings and the development of the career prospects were viewing the elevated standards. It can be said that if the retention of employees is the target of organization then it should enhance the qualities of HRM and update their practices within the organization.

In current scenario the HR department is also necessary as the economic possessions, equipment and machinery etc. So business has to suppose the HR for the reason that these are extremely necessary for expansion of the association. However, the findings of this study demonstrate that the improved functioning surroundings, occupation growth occasion, compensations are highly important features which involve the conservation of workers within association; must be paying attention and attempt to get better them.

The aim of this study is to link the global HRM with the local corporate sector. Human Resource Management deals with the purpose, obligation, performances and significance of worker. Therefore the suggestion of Human Resource Management in a business is perception. Previously, there were not pay attention to the employee management in the organize manner, but now with the development of the corporate sector the need of human resource practices are consider to move for formalization. The height of HRM observance do not demonstrate the administrator formation, consequently it is invent mandatory to center of attention our state in order that a footstep towards the acknowledgment and fulfilling of hole is instigate. HRM responsibility is theoretical to be very receptiveness in the direction of generous features. The matter of unadventurous administration is necessary to be addressed to convert it to HRM theoretical in accurate correspondence and strength in Pakistan. In the conditions prevailing in Pakistan, the entity is being printed with the assurance that it will help managers to link the worldwide

HRM performances in restricted viewpoint in their organizations. Human resource system is the most considerable institutional and practical vehicle for economic rebellion of any country. Corporate sector is supposed as a center and pointer of the Human Resource system. As a mainstay of the Pakistan economy, Human Resource sector is playing a principal role in the economic development of the country. The environmental incidence of the corporate sector attached with the variety and deepness of their services make the system a very important medium in everyday connections. The implicit domination of corporate sectors in “payment mechanism” touches the lives of millions of people every day and everywhere. Accordingly the corporate sector has been in concert a significant role as growth catalyst.

## List of Abbreviations

EVIEWS	E Views (Econometric Views) is a statistical package for Windows, used mainly for time-series
	Oriented econometric analysis. It is developed by Quantitative Micro Software (QMS), now a part of I.
SD	Standard Deviation
N	Sample size

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