

Impact of HRM Practices on Organizational Performance and Growth with Reference to Pakistan Public and Private Banks

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Abstract

HRM practices play a vital role in organizational performance of banking sectors. The objective of this study is to determine how Human Resource Management processes have impacted the organizational performance of public and private banking industry in Pakistan, for that purpose, a public bank i.e. National bank of Pakistan (NBP), and a private bank, United Bank Limited (UBL) was selected. In the current company environment, HRM strategies are essential for two key reasons: talent cultivation and employee motivation. A questionnaire was used to collect quantitative data from both the banks, and the aim of the study was explanatory. The survey was completed by an estimated 270 employees from NBP and UBL from various divisions. The analysis was conducted using SPSS version 22, specifically the Regression and Correlation functions. According to the research, NBP and UBL, Karachi's hiring practices had no bearing on organizational performance. Other HRM strategies, like as training and development, performance evaluation, remuneration, and incentives and recognition, favorably influence organizational performance. According to researchers, the study's results are useful for public and private banking sectors of Pakistan. The results of this study may be beneficial not just to the participating banks, but also to other financial organizations.

Keywords: *HRM Practices, Organizational performance, Training and Development, Performance Appraisal System, Compensation, Recruitment and Selection, Rewards and Recognition*

Introduction

Businesses face various challenges in today's highly competitive business environment, where the entire economic climate is constantly changing. In order to be successful and able to deal with new difficulties, an organization needs to embrace and adhere to the most current and innovative business strategies, policies, and practices. In order to survive and thrive in the harsh world of global commercial competition, companies must invest a significant amount of money in enhancing the effectiveness of their human resources (Bhanugopan, Aladwan, & D'Netto, 2015). Therefore, a company must enhance its HRM system and HRM practices. HRM is essential to the growth and success of enterprises in the modern economy. In recent years, upper-level management has been increasingly receptive to human resource management to enhance a business's performance (Bowra, 2012). It aims to increase employee productivity by encouraging people to think more creatively, work more efficiently, and contribute more to the overall success of their organization. A corporation has a "sustainable advantage" if it can maintain a competitive advantage over time. This distinguishes it from other companies in the same industry.

It is more vital than ever to address the requirements of employees and keep them motivated to enhance their performance and the performance of the organization as a whole in light of the rise of technology as a significant issue for businesses (Rahman, 2014). Businesses must do all possible to keep up with new technologies and rapid development. Consequently, a plan that effectively uses practices and norms can make employees happier, which can positively impact a company's bottom line.

Negligent employees make everyone around them miserable, which is detrimental to the organization's performance (Khanna, & Sehgal, 2016). Therefore, it is essential that people like their employment. Organizational performance is essential to a company's success. Hence it is essential that people feel fulfilled in their positions. Effective human resource management

in the banking business is vital to the economy's overall health (Jeet & Sayeeduzzafar, 2014). This research aims to comprehensively understand how HRM practices at public and private banking industry of Pakistan, i.e., NBP and UBL impact organizational performance. Banks in any nation can only succeed if their workers take pride in their work and look forward to coming to work each day. Since it has been demonstrated that a happy workforce benefits a company's profitability, financial institutions are taking steps to make their staff happier (Awan & Asghar, 2014).

Objectives of the Study

The following are the objectives of this study:

- To investigate the connection between HRM practices and organizational performance of NBP as well as UBL
- Determining the influence of HRM practices on organizational performance at NBP and UBL
- Propose to the banks appropriate strategies for enhancing its HRM practises.

Literature Review

Employee Job Satisfaction

Employment satisfaction is a person's level of happiness with his or her job. When employees enjoy their occupations, they behave in ways that benefit the organization. "Job satisfaction" refers to an employee's overall happiness with his or her job. Work performance is influenced by how much a person appreciates his or her job (Absar, Balasundaram & Akhter, 2010). It substantially affects factors like how well people perform their jobs, how happy they are at work, and how well people perform in general. One can acquire the information and skills necessary to develop a positive mindset through reflection and practice in one's work life (Chan, Lee, Lee, Loh, & Low. 2013). When combine these two things, may experience great happiness. It can be observed in the workplace by seeing how individuals respond to situations,

coworkers, and things outside work. This process's conclusion is crucial to forming a person's character. An employee's working conditions may impact their quality of life outside of the workplace (Anwar & Tufail 2017). A person's job satisfaction can be viewed as an evaluation of the aspects of their job they like the most. Here is another method to express the same idea. Therefore, the evaluation is based solely on the criteria they deem essential (Khanna & Sehgal, 2016). People who are unhappy at work are less inclined to collaborate with their coworkers and superiors. This decreases workplace productivity. They will feel excluded from decision-making or the development of solutions. This will motivate them to leave the organization. The primary factors that impact job happiness include those that motivate people, such as pay, prospects for advancement, working conditions, the nature of the job (Hassan, Hassan, Khan & Iqbal. 2013). Engaged employees skip work infrequently, are highly devoted to the organization, and depart at low rates. Businesses that seek to enhance output by emphasizing staff productivity must determine what makes a job pleasant. Recent research indicates that high levels of motivation and organizational loyalty can significantly impact the amount of work completed (Gurbuz, 2009).

Selection and Recruitment

Recruitment and selection, training, promotion opportunities, performance management, rewards and benefits, and job security are some of the most common and effective HRM practices (Rahman, Akhter, Chowdhury, & Haque. 2013). The majority of the work involved in the hiring process occurs during the selection and recruitment phases. These two occurrences will occur. Each phase is aimed at identifying a candidate whose abilities and experience are a suitable match for the responsibilities and potential perks of an open position. Recruitment is locating, analyzing, and selecting candidates for open positions within a business. Obtaining information on all candidates in the running is an essential component of the selection procedure. Selection is another term for determining whom to select. There is a

clear correlation between an employee's capacity to continuously provide quality work and the company's success and productivity. It has been argued, however, that if a corporation has a poor method for discovering and employing new employees, its costs will increase, and its performance will decline (Qazi, & Jeet. 2016). Hiring and promoting individuals are crucial to a bank's profitability and its organizational performance. If an organization wishes to hire the most qualified and skilled applicants, it must confront a challenge in hiring the best people for the position.

Additionally, it was discovered that employees are satisfied with the hiring process, training, and possibilities for promotion. According to the study's findings, organizations should utilize a transparent and trustworthy way to forecast their demand and supply of human resources (Zaitouni, Sawalha, & Sharif, 2011). This will allow for an accurate assessment of the external supply and ensure that the demand and supply of human resources are balanced.

Development and Training

Training and development are organizational functions designed to increase employee and team productivity. The purpose of this effort is to enhance the organization's overall efficiency. Twenty people's extraordinary actions and abilities result from their training and development.

Long-term contributors to the financial success of their employers. Providing employees with opportunities to enhance their abilities contributes significantly to the organizational performance. It is the finest approach for a corporation to spend money if it wants to increase the enthusiasm of its personnel. Training and development programs are beneficial for two reasons: they assist personnel in improving their abilities and provide a forum for discussing the organization's fundamental values (Niazi, 2014). It enhances a person's professional skills and aids in developing crucial attributes such as leadership, creativity, problem-solving, and workplace awareness. The training program of an organization has a

significant impact on its ability to achieve its objectives. Individuals and organizations can deliver superior service if they have greater self-assurance due to training. By providing such opportunities, the program increases the likelihood that workers will acquire the high-level skills they need to do their jobs effectively.

Performance Evaluation

The word "performance evaluation" refers to the annual process of evaluating an employee's work. The method considers each employee's physical characteristics, behavioral habits, and psychological make-up while evaluating their job performance. HRM relies heavily on the data from performance reviews; therefore, this information must be correct. It demonstrates a worker's dedication to their company and satisfaction with their position (Mahmood, Iqbal, & Sahu, 2014). This organized and coordinated strategy aims to determine an employee's performance on the job. However, since the performance management system is only one component of a more extensive process, the performance of employees is evaluated without continuous training and feedback. A recent study indicated that an employee's yearly performance review provides a comprehensive analysis of their strengths and areas for improvement (Kithuku, 2012).

Multiple studies have demonstrated that performance evaluation programs have a substantial and positive effect on organizational performance, so it is safe to conclude that the two are related. Additionally, the concept is compatible with a variety of HRM techniques. A more effective method of evaluating employee performance would make them happy at work since it could lead to pay hikes, promotions, and incentive programs. Traditional appraisal systems have been demonstrated to cause organizational performance; therefore, businesses should examine the option of implementing strategic evaluation systems centered on addressing their employees' requirements.

Compensation to Employees

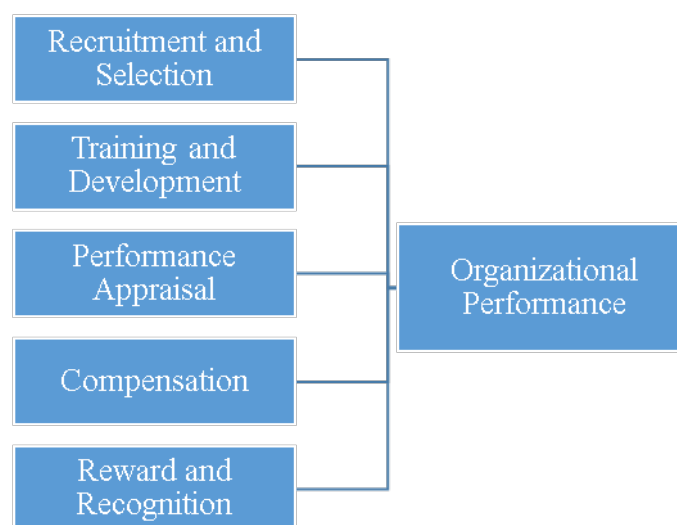
Organizational performance at work depends on another factor, i.e. compensation, how well they get along with their boss and coworkers, and their ability to advance within the firm. A large portion of whether or not people enjoy their jobs is determined by their salaries. Employees' compensation is a vital resource since it is one of the primary reasons why people work. A person's lifestyle, motivation, productivity, and performance can be impacted by how their wage compares to those of their peers (Jeet & Sayeeduzzafar, 2014). People with higher incomes are more loyal to their employers and enthusiastic about their jobs than those with lower incomes. In addition, compensation has a crucial role in attracting, retaining, and motivating people. Research indicates that providing financial incentives to employees can increase their motivation. According to most respondents, pay is the single most crucial factor in determining a person's job satisfaction. As workers' requirements are addressed, they are more likely to work diligently. Therefore, it is not unexpected that employees are now happier. Employers must inform their employees of the compensation and benefits to which they are entitled. When employees know their compensation and benefits, they are more likely to express job satisfaction and the organizational performance (Niazi, 2014). There is a correlation between "skills-based pay" or "contingency compensation" and high employee motivation and performance levels. HRM practices in organizations must be supported by robust and healthy compensation and remuneration systems, such as payment based on effectively applied talents, sharing of lucrative returns and bonuses.

Awards, incentives, and recognition

It has been demonstrated that rewards and recognition directly affect organizational performance, despite the fact that HRM practices in the Pakistani business environment have yet to be well investigated. Reward practices that are more closely related to how well people perform their tasks will have a more significant impact. Therefore, if management wants to boost productivity and, more crucially, make the employee satisfied with his or her work, they

should implement a system of performance-based awards and a recognition culture. According to the expectation hypothesis, employees are more likely to exceed expectations if they believe they will be compensated for doing so. There is evidence that employees are more motivated and exert more significant effort when their pay is directly proportional to their performance (Mahmood, Iqbal, & Sahu, 2014). Rewards can directly impact organizational performance since they drive individuals to perform their best. There are two types of rewards for employees: extrinsic rewards, which come from the outside, and intrinsic rewards, which originate from within. Extrinsic benefits include salaries, promotions, bonuses, and public acclaim. Alternatively, intrinsic incentives include the satisfaction of a well-done task and the opportunity to advance professionally. These perks have a direct impact on organizational performance. In a separate piece of research, the intrinsic and extrinsic benefits that make employees happy at work are described. According to the article, intrinsic rewards can improve a worker's intrinsic motivation, and external awards can increase motivation outside the job (Rahman, Akhter, Chowdhury, & Haque. 2013). According to the article, an increase in intrinsic and extrinsic motivation might increase organizational performance.

Theoretical Framework



Independent Variables

- Recruitment and Selection

- Training and Development
- Performance appraisal
- Compensation
- Reward and Recognition

Dependent Variable

- Organizational performance

Research Hypothesis

H1. There is a positive impact of recruitment and selection on organizational performance.

H2. There is a positive impact of training and development on organizational performance.

H3. There is a positive impact of performance appraisal on organizational performance.

H4. There is a positive impact of compensation on organizational performance.

H5. There is a positive impact of rewards and recognition on organizational performance.

Research Methodology

The study provides rationales and numerical evidence to support its findings. Since quantitative data collection is superior for testing hypotheses, it will be employed in this study to determine the impact of HRM practices in organizational performance. NBP and UBL both are headquartered in Karachi, where over 1200 people are employed. This figure comprises both senior and junior managers, as well as staff from all departments. Participants in the study were members of this group. 270 employees from NBP and UBL including males and females from various departments from Headquarter in Karachi were selected at random to participate in the survey. The sample size was determined using an online calculator and a population estimate of 1200 persons. The margin of error was set at 4.5 percent, while the degree of confidence was set at 95. The survey instrument utilized a 5-point Likert scale, with 1 indicating severe disagreement and 5 indicating strong agreement (Strongly agree). Convenience sampling was utilized to obtain a representative cross-section of respondents.

Using SPSS version 22, a variety of statistical techniques were used to the data. The Pearson correlation and regression analysis were two of these methods.

Test of Reliability

Through this test, it can be examined how explanatory variables affect a dependent variable and how other variables relate to one another using these statistical tools.

Table 1
Test of Reliability

Variables	Cronbach Alpha	N
RS	.867	5
TD	.920	5
PA	.839	5
C	.841	5
RR	.528	4
OP	.543	4

Hypotheses Testing

Table 2
Arithmetic Mean and Standard Deviation

	N	Arithmetic Mean	Standard. Deviation
RS	270	3.5964	1.27746
TD	270	2.9703	1.32150
PA	270	3.3408	1.26821
C	270	3.4666	1.19976
RR	270	3.3482	.92722
OP	270	3.5260	1.00431
Valid N (list wise)	270		

According to Table 2, the mean number of Recruitment and Selection applications is 3.5963 and the standard deviation is 1.277481. This category has the highest mean. The mean level of organizational performance is 3.5259, while the standard deviation is 1.00043. The mean for "Compensation" is 3.4667, with a standard deviation of 1.19975. The standard deviation is

0.92723 times the mean, which is equal to 3.3481 times the value of Rewards and Recognition. The standard deviation is 1.26822, and the mean score on the Performance Appraisal is 3.3407. The mean for Training and Development is 2.9704 while the standard deviation is 1.32149. This indicates that, among the six variables examined, Training and Development had the smallest standard deviation.

Table 3
Pearson Correlation

		RS	T& D	P A	C	R& R	J S
RS	Pearson correlation coefficient	1	.505**	.740**	.534**	.572**	.639**
	Sig. (1-tailed)		.000	.000	.000	.000	.000
TD	Pearson Correlation		1	.650**	.505**	.566**	.675**
	Sig. (1-tailed)			.000	.000	.000	.000
PA	Pearson correlation coefficient			1	.661**	.333**	.616**
	Sig. (1-tailed)				.000	.000	.000
PC	Pearson correlation coefficient				1	.426**	.654**
	Sig. (1-tailed)					.000	.000
RR	Pearson correlation coefficient					1	.639**
	Sig. (1-tailed)						.000
OP	Pearson correlation coefficient						1
	Sig. (1-tailed)						

It is believed that a moderately favorable correlation of 0.641 demonstrates a positive relationship between hiring and selecting. If $p = .05$, a statistically significant relationship exists between the two variables. The p-value for the second hypothesis is less than .05, and the r-value of 0.673 indicates a high correlation between training and development and organizational performance of both the banks. The p value of 0.000 is less than .05, indicating that the relationship between the two variables is statistically significant. The r value of 0.615

supports the third hypothesis that T&D and organizational performance have a positive, moderate connection. Regarding the fourth hypothesis, the values of r and p indicate that there is a strong positive relationship between salary and work satisfaction. The r-value of 0.640 indicates that there is a moderately strong but statistically significant ($p = 0.000$) relationship between incentives and recognition and organizational performance.

Regression Analysis

The results of a regression analysis can be used to make predictions about the effect that one variable will have on another, as well as to evaluate how well a model fits the data. The findings of the regression analysis are shown in three tables: The Model summary, the ANOVA table, and the Coefficient table.

Table 1

Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.810 ^a	.658	.649	.59360

a. Predictors: (Constant), RR, PA, RS, TD, C

In the following table, we present a summary of the projects as summary values. Based on the regression model, these values indicate how well the model matches the data. The multiple correlations coefficient R value of 0.811 indicates that the forecast is quite accurate. With an R-Squared value of 0.657, we can conclude that each independent variable has a 66% influence on the dependent variables as a whole.

ANOVA Test

In table 5, df is the Degree of Freedom and F is the Frequency. ANOVA looks at the differences between the means of more than two groups. The F value of 101.203 at a significance level of 0.000, p0.005, which is found in the ANOVA table, shows that the independent variables predict the dependent variable very well.

Table 5

Anova Test

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	178.296	5	35.660	101.203	.000 ^a
1 Residual	93.022	264	.351		
Total	271.320	270			

a. *Predictors: (Constant), RS, TD, C, PA, RR*

b. *Dependent Variable: OP*

Table 6

non standardize and Standardize coefficients

Model	Non-Standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.533	.154		3.506	.001
RS	.082	.048	.105	1.772	.077
TD	.158	.043	.207	3.788	.000
1 PA	.142	.044	.181	3.301	.001
C	.177	.052	.210	3.442	.001
RR	.339	.054	.314	6.428	.000

a. *Dependent Variable: OP*

With a variable's Sig value, it is possible to determine both its significance level and its coefficient table value. The first variable, "Recruitment and Selection," is meaningless and has no significant effect on organizational performance because its p value is greater than 0.05. The second variable, "Training and Development," has a probability value of 0.000, which is less than 0.05. This demonstrates the significance of this element and the relationship between Training & Development and organizational performance. The p-value for the third independent variable, Performance Evaluation, is similarly less than 0.05, coming in at 0.001. This shows that, like the other components, this one is likewise beneficial and increases organizational performance. To be more precise, [here is an illustration:] Fourth, the p value for the independent variable Compensation is 0.001, which is likewise below than the significance threshold of 0.05. The p value for the fifth variable, Reward and Recognition, is likewise less than 0.05, at 0.000. This indicates that this variable is useful and has a significant impact on organizational performance

Summary of Result

Hypothesis	Statement	Result
H1	“There is significant direct impact of Recruitment and Selection on organizational performance.”	Rejected
H2	“There is significant positive impact of Training and Development on organizational performance.”	Accepted
H3	“There is significant positive impact of Performance Appraisal on organizational performance.”	Accepted
H4	“There is significant positive impact of Compensation on organizational performance.”	Accepted
H5	“There is a significant positive impact of Rewards and Recognition on organizational performance.”	Accepted

Discussion

The results of the correlation analysis indicate that hiring and selection practices have a weak correlation with organizational performance ($r=0.641$). The p value of 0.077, which is more than 0.05, indicates that the effect of IV on DV is not statistically significant. Therefore, the first hypothesis cannot be supported. Even though Recruitment and Selection has a significant impact on an employee's happiness at work, most organisations struggle to hire new employees. The results correspond to what Anwar et al. discovered in their investigation (2017). The coefficient table demonstrates that IV has a significant impact on DV, as the Sig value is smaller than 0.05, or 0.000. The correlation between training and development is 0.673, indicating a fairly strong relationship between the two variables. Therefore, H2 can be utilized in any way. According to the results, the third variable has a r value of 0.615%. This indicates a reasonably substantial correlation between performance reviews and organizational performance. Since Sig = 0.001, which is smaller than 0.05 in the tables of coefficients, we can conclude that IV has a significant impact on DV. The 0.656 r value for the dependent variable indicates that the pleasure of workers is positively correlated with their wage. Sig is 0.001, which is less than 0.05, according to the coefficient table. This implies that IV has a significant impact on DV. This being the case, H4 is OK. The 0.641 r value for the fifth variable indicates a positive but weak connection between a person's perception of their own influence and their actual influence. The Sig value in the table of coefficients is 0.000, which is less than 0.05. This implies that IV has a significant impact on DV. Therefore, it makes logical to concur with H5.

Conclusion and Recommendation

This study aimed to determine how HRM policies and procedures impacted the organizational performance of public and private banking industry of Pakistan. We decided to investigate how

recruiting and selection, training and development, performance appraisal, salary, incentives, and recognition influence how employees feel about their jobs and, ultimately, organizational performance of one public bank i.e., NBP while a private bank i.e. UBL. The outcomes of the study support four assumptions, however the recruitment and selection hypothesis is false. This study demonstrates the significance of sound organizational policies and procedures for future researchers. This research also demonstrates If you want people to believe that your hiring process is fair and inclusive, you must identify and select candidates correctly. Academics will soon investigate the relationship between HRM practices and organizational performance in the banking business. The international banking sector of Pakistan may one day be the subject of an investigation similar to this one. Future researchers may also investigate other factors believed to be significant for job happiness.

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