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HUMAN RESOURCES PRACTICES WHICH MAKE HR FUNCTION AS STRATEGIC BUSINESS PARTNER.

Mr. Surender Jeet Raj,
Ph.d Scholar, UBS, GNDU,
Amritsar and Senior Vice President (HRD),
New Gen Software Technologies.

Dr. Manoj K. Sharma,
Professor,
University Business School,
Panjab University, Chandigarh.

INTRODUCTION

Today's business is subject to contemporary environment. With increasing globalisation, firms are entering into a dynamic world of economic policies. Every organisation, irrespective of its nature of operation is made up of people. Organisations that are able to acquire, develop, stimulate, satisfy and retain outstanding employees are effective and efficient. Human Resources, thus, play a vital role in the success or failure of any organisation.

The liberalisation and bold economic reforms pronounced by the government has thrown up many challenges and opportunities to all the industries with the explosion in the information technology, increased global competition, rapidly changing market deregulation etc. Not surprisingly, therefore, the HRM concepts and practices being carried out today are also increasingly different from those of the past. The world economic order is changing rapidly. Evolutionary changes are taking place at revolutionary speed, largely pushed by strong external forces, arising out of a desire to increase competitiveness and efficiency. **(Geringer et al., 2002)**

The significance of human resources as the greatest asset of a business enterprise has increased as human resources constitute an organisation's intangible, irreplaceable and inimitable resources. Therefore, effective management of human capital is ultimate determinant of organisational performance. **(Pfeffer J, 1994)**

Over the years, researchers have suggested many HRM practices that have the potential to improve and sustain organizational performance. These practices include emphasis on

employee selection based on fit with the company's culture, emphasis on behaviour, attitude, and necessary technical skills required by the job, compensation contingent on performance, and employee empowerment to foster team work, among others.

As the industrial world is becoming increasingly globalized day by day, it has become necessary for organisations to give special attention to organisational innovation, flexibility, productivity and responsiveness to changing external conditions for their survival and success. It is being increasingly realised that employee behaviours that are beyond the traditional measures of job performance, like Organisational Citizenship Behaviour (OCB), hold promise for long-term organisational success.

There is a dire need of analysing the relational perspective between various HRM practices followed by any organisation and the firm's organisational performance. But the underlining factors is the need to make undertake HR practices in such a way that that HR function becomes the strategic business partner of the firm

Review of Literature and Various Human Resources Practices

'Any practice that deals with enhancing competencies, commitment and culture building can be considered as an HR practice. The practice can take the form of a system, a process, an activity, a norm, a rule, an accepted or expected habit, or just a way of doing things. Good HR practices do indeed make a difference in term of business effectiveness. Good HR practices are those that contribute to one or more of the three C's: Competencies, Commitment and Culture. They need to be identified and implemented cost effectively, reviewing them from time to time to enhance their effectiveness and appropriateness.' **(Rao, 1999)**

Pfeffer (1998) has outlined his blueprint for organisational success. Pfeffer believes that organisational success is not on conventional factors such as large size, a unique image, the right market niche, dominant market share, being in the right industry and so forth, but on how employees are treated. Further in 1999, he opined that there are seven human resource practices that taken together lead to organisational success, profitability and survival and they are as follows.

1. Employment security.
2. Selective hiring of newpersonnel.
3. Self-managed teams and decentralization of decision making.

4. Comparatively high compensation contingent on organizational performance.
5. Extensive training.
6. Reduced status distinctions and barriers, including dress, language, office arrangements, and wage differences across levels.
7. Extensive sharing of financial and performance information throughout the organization.

(Yeung and Berman, 1997) have outlined three major roles

These roles are:

- Building critical organisational capabilities
- Enhancing employee satisfaction
- Improving customer and shareholder satisfaction

Good HR practices do make a difference on many counts. They enhance internal capabilities of an organisation to deal with current or future challenges to be faced by an organisation. Good HR practices also energise people. The commitment and motivation built through good HR practices can lead to hard work and can have a multiplier effect on the conversion of human capital to organisational capital. The culture so built can help to create a sustainable and lasting capability of the organisation to manage itself and not only cope with the external turbulence.

Some of the major HR practices include:

1. HR Planning. 2. Recruitment and Selection. 3. Induction. 4. Training and Development 5. Performance Appraisal. 6. Career Planning. 7. Fringe Benefits. 8. Reward and Recognition. 9. Welfare Activities beyond Statutory Requirement. 10. Safety, Health and Environmental Policy. 11. Suggestion Schemes. 12. Promotion and Transfers. 13. Exit Policy

From the above listed practices there is no single best practice to which all organisations should aspire. Rather, each firm has a distinctive HR subsystem that represents a core competencies required for the survival and sustainability for that particular organisation. "Best Practices" in HR are subjective to and transitory. What is best for one company may not be the best for another. "Best Practice" is not a set of discrete actions but rather a cohesive and

holistic approach to organisational management.

Human Resource Planning is "the process of systematically reviewing human resource requirements to ensure that the required numbers of employees, with the required skills, are available when and where they are needed. **(Mondy and Noe, 2005)**

Recruitment is the process of generating a pool of qualified candidates for a particular job. The firm must announce the jobs availability to the market and attract qualified candidates to apply. The firm may seek applications from inside the organisation, outside the organisation or both. **(Gomez-Mezia et. al., 2004)**

'With a pool of applicants, the next step is to select the best candidates for the job. This usually means whittling down the applicant pool by using the screening tools such as tests, assessment centres and background and reference checks.' **(Dessler, 2006)**

'Induction is the process through which a new employee is introduced to the organisation. It refers to the process of welcoming and socialising the individual and organisation. It is a process wherein an individual is made to feel comfortable and at home in the organisation. It is the responsibility of the HR department to execute the induction programme. It is either the HR manager or an HR representative who conducts this programme.' **(Jyothi and Venkatesh, 2006)**

'Training refers to activities designed to provide learners with the knowledge and skill needed for their present jobs and Development refers to the learning that goes beyond today's job and has a more long-term focus.' **(Noe et. al., 2006)**

Performance Appraisal is a formal system of review and evaluation of individuals or team task performance. While evaluation of team performance is critical when teams exist in an organisation, the focus of Performance Appraisal in most firms remains on the individual employee. **(Mondy and Noe, 2005)**

'Fringe Benefits embrace a broad range of benefits and services that employees receive as part of their total compensation package. Pay or direct compensation is based on critical job factors and performance.' **(Cynthia D. Fisher, 1990)**

'The Reward or compensation people receive for their contribution to an organisation includes monetary and non-monetary components. Remuneration does not simply compensate employees for their efforts - it also has an impact on the recruitment and retention of talented people. The term "Reward Management" covers both the strategy and

the practice of pay systems'. (Price, 2006)

Recognition is the acknowledgment of an employee's exceptional performance or achievements expressed in the form of praise, commandment or gratitude. These practices help the employer to retain the talent, which is today considered an integral part of best HR function and activities and has been driving force towards making of HR Function as Strategic Business Partner.

In today's world of competitive environment Performance Management has become an integral part of HR function. Promotions are to be made without the regard to the race, colour, sex, religion, age, ethnic origin, or disability of the employee. Transfers should take place for a better utilisation of employee's skills, to expand their capabilities and provide them exposure to various situations and kinds of assignments.

'Many of the Human Resources practices outline above have been considered by many as tools for high performance of the organisations in particular and making sustainable development of organisation. A few researchers have strongly advocated the need of proper incorporation of HR systems and process so that HR is made an integral part of decision making. In nut shell various HR practices reviewed above have been considered while analysing the need of HR Function to become Strategic Business Partner.

Objectives of the Study and Research Methodology

The objectives of the study are to identify the various HR functions which can contribute to make the HR as the Strategic Business partner(SBP). Secondly to understand the perception of HR executives towards the relative importance of broad HR practices which can make HR as Strategic Business Partner (SBP). Thirdly to understand if there exist any significant differences in the perception of HR executives regarding various HR practices.

For this purpose we undertook a pilot study by way discussions amongst fifty middle level HR and top executives of organisations spread across Delhi, Mumbai, Bangalore, Kolcutta and Chandigarh. Accordingly one broad group of various practices were identified, which if taken care by the top management in general and HR department in particular can help in making HR Function as a Strategic Business Partner (SBP). It was originally designed to have sixteen practices which can form the SBP group .But after lot of discussions twelve practices were identified and were included in group which represented SBP group.

Also six others broad categories were identified which if taken care by HR department in

particular can help the organisations in promoting HR Function as SBP, in the second stage.In the third stage questionnaire was designed and administered to HR executives across India. Various strata's were formed on the basis of location, age, designation, type of industry to collect the data from HR executive.

These six broad groups were categorised as broad HR practices which can promote HR Function as a SBP, by the HR department of an organisation. SBP group comprising of twelve indicators were identified which needs to be implemented by the organisation.

1. Strategc Business Partner (SBP), which comprised of twelve indicators.
2. Acquisition &Hiring (AH) which comprised of seven practices pertaining to A&H.
3. Change Management (CM), which comprised of eight practices pertaining to CM.
4. Performance Management (PM), which comprised of eight practises pertaining to PM.
5. Metrics and Measurement (MM), which comprised of thirteen practices pertaining to MM.
6. Training and Development (TD), which had sixteenpractices pertaining to TD.
7. Organisation Culture (OC), which had twenty five practices pertaining to OC.

Structured questionnaire was prepared with seven sub section pertaining to SBP,AH,CM,PM,MM, TD and OC, respectively were formulated. In all 12+7+8+8+13+16+25 questions pertaining to various practices(in order of SBP,AH, CM,PM,MM, TD and OC respectively) were listed in the form of five point likert scale. Perception of the respondents in form 0f Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree and strongly Agree were asked by respondents to tick their perception with scoresas 1, 2, 3, 4 and 5respectively.

In all 340 respondents were contacted and it was found that 302 questionnaire were complete in all respects and thus the final sample size was 302 respondents. With the help of SPSS package the means score of each broad groups, namely SBP,AH, CM, PM, MM, TD and OC

were calculated along with their Standard Deviations. Correlation Coefficient of various combinations of two broad groups was also calculated. This was done to understand the level of agreements with respect to level of perception of respondents with respect to Paired means scores between 21 different sets of combinations, like SBP -AH, SBP -CM , SBP =PM, SBP -MM, SBP -TD ,SBP -OC till TD-OC. The mean difference between twenty one groups were also calculated and T-test was applied to test tested for the level of significance at 1 % level for their differences .This analysis will help us to determine if various HR practices have equal level of applicability across the HR executives in India.

Development of Seven Broad Groups Depicting HR function as Strategic Business Partner

The broad seven groups identified on the basis of study for HR Function to be termed as Strategic Business Practices (SBP) are discussed below.

STRATEGIC BUSINESS PARTNER (SBP)

If HR adds significant value in managing effectively human capital implications both in strategic and operational areas of an organisation then it can promote it as SBP. HR can play a catalyst role to builds sustainable competitive advantage by integrating various activities of organisation which will in long run will enhances financial performance of the business goals. HR understands the business of the organization and contributes in achievement of business goals. Contribution is aligned with business strategies of the organization and help in meeting the specific goals and brand. Human Resource work together with CEO to achieve common objectives, share common risks, responsibilities and those results to financial support at both good and bad time. HR team participates in the process of defining business strategies, goals, activities, processes and policies are aligned with business strategy and goals in our organization. Whereas employees understand HR initiatives and programs, that are communicated from time to time.. HR has capability to translate business strategy into HR strategy, determine critical success factors to measure the success. Not only this, but also provide edge over competitors.

ACQUIRING AND HIRING (AH)

Acquiring and Hiring is considered very important tool for all the organizations. As Acquiring and Hiring states acquiring & hiring right person at right place at right time and at right price. Organizations succeed in identifying and nurturing the right talent to lead business. In the organization there is a close relationship between Talent Acquisition

Planning and Business planning. The organization follows efficiently defined processes for identifying talent requirement and talent acquisition. In the organization talent selection process ensures alignment to organization culture and strategic needs. The organization uses psychometric tests, skill assessment, competency assessment etc. in selection process.

CHANGE MANAGEMENT (CM)

HR initiates major organizational changes which encourage people participation with new and positive approach. HR plays a major role for restructuring and defining the structure of the organization, it also communicates new structure, executing new structure and modifying related HR activities and policies. Organizational structure has undergone changes with the involvement of HRD department. HRD department encouraged for changes/ shift in business strategies, Merger/integration of departments/companies, Requirement to attain business efficiency, Optimization of span of control and right sizing the organization.

PERFORMANCE MANAGEMENT (PM)

In short, organization sets specific step to ensure employees performance. As employees performance ultimately affect the goal of the organization. In the organization performance expectations are communicated to employees formally by his immediate superior and / or Human Resource it will do wonders. The performance of the employees is measured by the performance or the output of the company. The key contributors to the organization goals are Top Management who designs policies and Managers who get the work done from their executives. Organization sets performances targets based on business plans/goals with linked incentive/compensation plans. Performance goals setting and performance review process helps employees to demonstrate behavior which helps in achievement in our business goals.

METRICSAND MEASUREMENT (M&M)

Measurements derived from HR activities/programs are used for strategic business decisions and planning. Human Resource Department measure it through-Contribution of HR activities in business strategy execution, the impact of change management activities initiated by HR, Representation of Voices of the employee by HR, and timely alerts to CEO about people issues. Organizations measure the impact of HR activities on customers, vendors and share-holders satisfaction. The return on investment is primarily measured by-

Employees' feedback, Intuition and perception of seniors/management, Improvement in productivity, cost saving and quality, Building internal leadership pipelines. The cost of new HR initiative is established before the program is implemented. The impact of HR program and initiative on profit can be estimated but probably at a significant cost or with little additional cost.

TRAINING AND DEVELOPMENT (T&D)

The HR team ensures that learning and development programs are effective in improving performance, fixing business, people related problems and making organization versatile. The HR staff involvement in measurement and evaluation is done by staff members trained in evaluation methods. Training & Development efforts consists of courses designed to meet individual needs and to meet business needs. There are various programs implemented to educate and improve knowledge/skills/attitude.Training and Development activities are aligned with business strategies. Employees are held responsible for their own learning and development. Managers are held accountable for their subordinates learning and development progress

ORGANIZATIONAL CULTURE (OC)

It is the HR which builds any culture in any organisations, by adopting various practices It is said Reward schemes (including compensation structure) encourage individuals/teams to collaborate and meet business objectives. Reward schemes are targeted to positively influence strategic priorities, performance of individual; performance of team (s) then a different type of culture can be made with help of HR only. Organizational effectiveness and welfare, social service etc. are all part of culture which needs to be nourished by HR. Various HR programs/activities promote internal brand value of our organization HR identifies gap in leadership talent pool and take initiative in grooming from within hiring from outside with focus to fill the gap HR identifies, formulate, implements and monitors leadership development programs. HR is involved in grooming talent to takeover critical position by formal succession planning, cross training potential leader in different factions, and also by initiating leadership development programs. HR plays role in aligning the organizational culture to strategic business objectives. HR participates in defining, communicating, disseminating and monitoring the progress of initiatives cross training potential leader in different functions. Organization conducts various surveys such as Organizational Climate,

Employee Engagement, Employee Satisfaction, and Organizational Culture. HR is instrumental in creating an environment where innovations inter/intra departmental collaboration and creativity thrives. Organization use exit interviews/stay interviews for staffing, compensation, development and problem solving of issues related to people and the organizations. Employee's issues are addressed through- Self service, Basic assistance, Specialist service, Help desk are all part of culture initiated by HR.

RESULTS AND DISCUSSIONS

Table 1 shows the means of seven broad groups representing the various HR functions which can make the Human Resource function as Strategic Business Partner (SBP).It is seen that almost all the practices represented by Strategic Business Partner (SBP) represented by twelve indicators have a average mean of 3.9615and standard deviation of, 52943, which shows the coefficient of variation of SBP indicators as 13.364.For Acquisition and Hiring group, which consist of seven indicators the meanscore of the group is 3.9369 and standard deviation of 0 .48321 . The means for Change Management group, which is represented by eight indicators, is 3.8729 with standard deviation of 0.51860 and coefficient of deviation of 13.3409. It is quite obvious from the table 1 that responses of 302 HR professionals regarding their perception of HR practices pertaining to all the seven broad group the mean value is above 3.5, which clearly shows that Indian HR executives agree unanimously about HR function advocating strong HR practices which promote and make Human Resources Function as Strategic Business Partner, and it has become an integral part of decision making process of organisations in India. But we found that Performance Management (PM) group indicators are strongly agreed by HR professional as compared to others groups as it mean score is above 4 .In other words performance management function is being proactively being stressed by Indian companies. This is quite obvious from the fact in the last few years companies are giving great stress on Performance of employees with the result ,in many companies the salaries and others incentives have relatively increased tremendously and young executives total cost to the companies have sky rocketed in the last one decade, because HR function has became quite proactive in making the Performance evaluation of the staff in tune with the organisational goals .This basically means that companieshave made significant inroads in the area of making HR Function as Strategic Business Partner from all the six broad groups of HR function, as most of the respondents responses are more than 3.5 . What is more significant is the fact that variation in the average scores of various

group as measured with help of coefficient of deviation for SBP, AH, CM, PM , MM, TD and OC is 13.364, 12.855, 13.3405, 12.030, 10.216, 14.0258 and 10.5949 respectively. The values of all the coefficient of Deviation is quite low which shows that there is great uniformity across all respondents in their perception regarding HR function doing a good job in making HR as Strategic Business Partner (SBP).

Table 2 shows paired correlation coefficient of various groups means .In all there are twenty one groups and correlation coefficient of all the groups is statistically significant at one percent level of significant. But if see the values of correlation coefficient of nine sub groups of combinations, namely SBP & AH, SBP & CM, SBP & PM, SBP &MM, SBP & TD, CM & PM, MM &TD, MM&OC and TD&OC are more than 0.60(quite high). Similarly, the correlation coefficient of eight sub groups namely, SBP &OC, AH &CM, AH &PM, AH&MM, CM& MM, CM&TD, , PM&MM and PM&TD is more than 0.50 ,while only four groups namely, AH &TD, AH &OC, CM 7TD and PM&TD is less than 0.5 but more than 0.4 . But the statistically significant level of all twenty one groups do highlight very important fact that all the seven broad groups are highly correlated amongst each others .This shows that the perception of all the 302 respondents are in agreements to the fact that HR function needs to be proactive in making HR function has to be designed in such a way that HR Function becomes Strategic business Partner (SBP).

Table 3 highlights another important dimension of the study regarding the fact if various broad practices as identified under seven broad groups have equal level of applicability of their practices in making HR Function as Strategic Business partner. This can be seen from the values of various means of two broad groups .This means we have to understand if the two groups mean value is statistically same or uniform across all HR broad groups. This has been seen from the values of paired T-test of means of two groups. It is seen from the table that only seven sub groups namely, SBP&AH, SBP&PM, AH&CM, AH&PM, PM&MM, PM&OC and TD&OC have shown statistically significant different means (at one percent level of significant). This shows that in only seven sub groups the means difference in the values of perception of various respondents is significantly different (at one percent level of significant).Out of these seven groups only one group, namely SBP &AH means is statistically in significantly as others five , namely SBP& PM, AH &CM, AH& PM, PM&MM, PM&OC and TD&OC are significant at five percent level of significance only. In other words it is quite clear almost all the groups (except one namely SBP&AH) means

scores are significantly different.

This brings out a very important revelation that means scores of almost all groups are significantly different, except one group. In other words ,it is quite clear that most of the twenty one groups have high means scores ,which demonstrate that the all the respondents do agree to the fact that HR Function is relatively doing better job in promoting HR as Strategic Business Partner. This is further supported the fact that all the twenty one sub groups have significant correlation coefficient, which do support that all the twenty one sub groups have high association as far as their applicability of their practices are concerned. But the T-test do high light another facet of HR Function that except one all other twenty sub groups means are statistically different, which do high light that all the sub groups practices are not uniformly implemented in Indian organisations. This can be seen from the fact that even a 0.4 difference in two means when the normal range is between 1 to 5 is almost ten percent This means there is differential level of perception across HR executives in implementing those HR practices which can make relatively more effective HR Function as far as making of HR as a Strategic Business Partner,

Summary, Conclusions and Recommendations

The present study has stressed the importance of HR Function to be termed as Strategic Business Partner (SBP) in the current business environment. On the basis of various studies reviewed in the study, a broad framework of SBP was formed. Accordingly questionnaire was prepared pre tested and was administered to 340 HR executives and 302 respondents data was found to be complete in all aspects and hence used for final analysis. Mean scoes ,standard deviation and T-test of seven broad group of various H R practices were calculated. The results showed that all the HR practices adopted by HR function has been agreed upon by all to be important in making HR Function as Strategic Business Partner (SBP) as average mean scores of all the groups is relatively high .But the PM has turned out to important practices followed by organisations to make HR Function as the important. Secondly all the seven groups have significant level of positive correlation coefficient amongst all the twenty one combinations of sub groups which were identified from seven broad groups which reflect the broad HR practices. This shows all HR practices are getting equal importance in making HR Function as SBP. This brings important findings that all the seven broad HR practices have been reasonably adopted by all the respondents. Lastly the degree of applicability between various groups amongst various combinations of HR practices is

significantly different in almost eighteen sub groups. Inonly one sub group namely SBP &AH the means of two groups is uniform .In two cases ,namely SBP &PM and SBP&CM the means values are different at five percent level of significance.

The study clearly identify the importance of all the seven areas of HR Function to be great importance in making HR Function as Strategic Business Partner as the means values of all the respondents have come out to be in the category of agreed category. But out of seven Performance Management group has turned out to be most important group which make HR Function as Strategic Business Partner. This is quite understandable in current business environment of competitive world where retention is major aspect of PM. Thus HR is not leaving any stone un turn to make Performance Management a crucial factor for growth of any business . But the most important finding is that all the seven area are moving in same direction to make HR Function as Strategic Business Partner , as the means of all sub groups have significant positive correlation. Lastly it is important that the degree of applicability between various practices is not uniform across eighteen groups .This means a lot needs to be done to make all the area of HR practices are implemented uniformly . Therefore it is equally important for HR Function to become pro active and has to make all effort to bring all the seven area on equal footing to make HR Function as Strategic Business Partner .

Table 1 Paired Samples Mean Scores of Various HR Practices

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	SBPMEAN	3.9615	302	.52943	.03047
	AHMEAN	3.9369	302	.50610	.02912
Pair 2	SBPMEAN	3.9615	302	.52943	.03047
	CMMEAN	3.8729	302	.51860	.02984
Pair 3	SBPMEAN	3.9615	302	.52943	.03047
	PMMEAN	4.0167	302	.48321	.02781
Pair 4	SBPMEAN	3.9615	302	.52943	.03047
	MMMEAN	3.5548	302	.52313	.03010
Pair 5	SBPMEAN	3.9615	302	.52943	.03047
	TDMEAN	3.6931	302	.51799	.02981
Pair 6	SBPMEAN	3.9615	302	.52943	.03047
	OCMEAN	3.6254	302	.38411	.02210
Pair 7	AHMEAN	3.9369	302	.50610	.02912

	CMMEAN	3.8729	302	.51860	.02984
Pair 8	AHMEAN	3.9369	302	.50610	.02912
	PMMEAN	4.0167	302	.48321	.02781
Pair 9	AHMEAN	3.9369	302	.50610	.02912
	MMMEAN	3.5548	302	.52313	.03010
Pair 10	AHMEAN	3.9369	302	.50610	.02912
	TDMEAN	3.6931	302	.51799	.02981
Pair 11	AHMEAN	3.9369	302	.50610	.02912
	OCMEAN	3.6254	302	.38411	.02210
Pair 12	CMMEAN	3.8729	302	.51860	.02984
	PMMEAN	4.0167	302	.48321	.02781
Pair 13	CMMEAN	3.8729	302	.51860	.02984
	MMMEAN	3.5548	302	.52313	.03010
Pair 14	CMMEAN	3.8729	302	.51860	.02984
	TDMEAN	3.6931	302	.51799	.02981
Pair 15	CMMEAN	3.8729	302	.51860	.02984
	OCMEAN	3.6254	302	.38411	.02210
Pair 16	PMMEAN	4.0167	302	.48321	.02781
	MMMEAN	3.5548	302	.52313	.03010
Pair 17	PMMEAN	4.0167	302	.48321	.02781
	TDMEAN	3.6931	302	.51799	.02981
Pair 18	PMMEAN	4.0167	302	.48321	.02781
	OCMEAN	3.6254	302	.38411	.02210
Pair 19	MMMEAN	3.5548	302	.52313	.03010
	TDMEAN	3.6931	302	.51799	.02981
Pair 20	MMMEAN	3.5548	302	.52313	.03010
	OCMEAN	3.6254	302	.38411	.02210
Pair 21	TDMEAN	3.6931	302	.51799	.02981
	OCMEAN	3.6254	302	.38411	.02210

Table 2 Paired Two Group Mean Scores Correlations

	N	Correlation	Sig.	
Pair 1	SBPMEAN & AHMEAN	302	.718	.000
Pair 2	SBPMEAN & CMMEAN	302	.694	.000
Pair 3	SBPMEAN & PMMEAN	302	.627	.000
Pair 4	SBPMEAN & MMMEAN	302	.713	.000
Pair 5	SBPMEAN & TDMEAN	302	.596	.000
Pair 6	SBPMEAN & OCMEAN	302	.549	.000
Pair 7	AHMEAN & CMMEAN	302	.581	.000
Pair 8	AHMEAN & PMMEAN	302	.548	.000
Pair 9	AHMEAN & MMMEAN	302	.559	.000
Pair 10	AHMEAN & TDMEAN	302	.483	.000
Pair 11	AHMEAN & OCMEAN	302	.477	.000
Pair 12	CMMEAN & PMMEAN	302	.655	.000
Pair 13	CMMEAN & MMMEAN	302	.586	.000
Pair 14	CMMEAN & TDMEAN	302	.541	.000
Pair 15	CMMEAN & OCMEAN	302	.484	.000
Pair 16	PMMEAN & MMMEAN	302	.527	.000
Pair 17	PMMEAN & TDMEAN	302	.518	.000
Pair 18	PMMEAN & OCMEAN	302	.396	.000
Pair 19	MMMEAN & TDMEAN	302	.717	.000
Pair 20	MMMEAN & OCMEAN	302	.622	.000
Pair 21	TDMEAN & OCMEAN	302	.724	.000

Table 3 Results Of Paired T-Test Of Mean Scores of Various HR Groups

		Mean	Std. Deviation	Std. Error Mean	t	Sig. (2-tailed)
Pair 1	SBPMEAN - AHMEAN	.02457	.38935	.02240	1.097	.274
Pair 2	SBPMEAN - CMMEAN	.08858	.41028	.02361	3.752	.000*
Pair 3	SBPMEAN - PMMEAN	-.05520	.43947	.02529	-2.183	.030
Pair 4	SBPMEAN - MMMEAN	.40666	.39903	.02296	17.710	.000*
Pair 5	SBPMEAN - TDMEAN	.26831	.47085	.02709	9.903	.000*
Pair 6	SBPMEAN - OCMEAN	.33603	.45220	.02602	12.914	.000*

Pair 7	AHMEAN - CMMEAN	.06401	.46901	.02699	2.372	.018
Pair 8	AHMEAN - PMMEAN	-.07977	.47092	.02710	-2.944	.003
Pair 9	AHMEAN - MMMEAN	.38209	.48327	.02781	13.740	.000*
Pair 10	AHMEAN - TDMEAN	.24374	.52080	.02997	8.133	.000*
Pair 11	AHMEAN - OCMEAN	.31146	.46717	.02688	11.586	.000*
Pair 12	CMMEAN - PMMEAN	-.14377	.41735	.02402	-5.987	.000*
Pair 13	CMMEAN - MMMEAN	.31808	.47395	.02727	11.663	.000*
Pair 14	CMMEAN - TDMEAN	.17974	.49651	.02857	6.291	.000*
Pair 15	CMMEAN - OCMEAN	.24745	.47301	.02722	9.091	.000*
Pair 16	PMMEAN - MMMEAN	.46185	.49049	.02822	16.364	.000*
Pair 17	PMMEAN - TDMEAN	.32351	.49255	.02834	11.414	.000*
Pair 18	PMMEAN - OCMEAN	.39123	.48377	.02784	14.054	.0008
Pair 19	MMMEAN - TDMEAN	-.13834	.39163	.02254	-6.139	.000*
Pair 20	MMMEAN - OCMEAN	-.07063	.41393	.02382	-2.965	.003
Pair 21	TDMEAN - OCMEAN	.06772	.35750	.02057	3.292	.001
					3.292	.001

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