

ISSN: 2278-9529

Bi-monthly peer reviewed Open Access eJournal

GALAXY

International Multidisciplinary Research Journal

March 2017 Vol. 6, Issue-II



6th Year of Open Access

Editor-In-Chief: Dr. Vishwanath Bite

www.galaxyimrj.com

About Us: <http://www.galaxyimrj.com/about-us/>

Archive: <http://www.galaxyimrj.com/archive/>

Contact Us: <http://www.galaxyimrj.com/contact-us/>

Editorial Board: <http://www.galaxyimrj.com/editorial-board/>

Submission: <http://www.galaxyimrj.com/submission/>

FAQ: <http://www.galaxyimrj.com/faq/>

A Comparative Study on Human Resource Development (HRD) Practices in Bank of America and Deutsche Bank

Borhan Omar Ahmad Al-Dalayeen

Research Scholar,
Department of Commerce,
Aligarh Muslim University,
Aligarh-202002

&

Ammar Akram Falah Al-Nawaiseh

Pursuing M.Com,
Department of Commerce,
Aligarh Muslim University,
Aligarh-202002

Abstract:

Human resources or human capital are the set of individuals who make up the workforce of an organization, business sector, or economy. Human Resource refers to the individuals or personnel working in an organization for the purpose of achievement of goals and objectives of the organization. Human resource is essential imperative for the prosperity and growth of an organization. Their performance is certainly an issue of concern for the management of all organizations who retain them. Human resource development (HRD) is a development oriented planning efforts in the personnel area which is basically concerned with the development of human resources in the organization for improving the existing capabilities and acquiring new capabilities for achievement of the corporate and individual goals. In this backdrop, an attempt has been made by the authors to examine the differences in HRD practices of two foreign banks operated in India. This research is based on a survey conducted in the year 2016 on 188 employees working in Bank of America and Deutsche Bank within the territory of India. Independent sample t test has been applied as the statistical tool for data analysis. The findings highlighted that there is no significant difference in the perception of employees working in Bank of America and Deutsche Bank on the HRD variables quality of work life, performance appraisal, recruitment and selection, rewards and recognition.

Keywords: human resources, organization, banks, t test, employees.

Introduction-

Human resource is the most vital resource of an organization. Due to rapidly changing market conditions, rising expectations of employees, technological advancement and amendments in management systems, their development of upgradation and progression has increased (Al Kahtani & Khan, 2013). It is extremely important to understand the real worth of people working in the organization. Human resource development is the process of developing the human resource working in an organization by modernizing their knowledge and upgrading their skills to meet out the changing trends of the globalised economy. It is not sufficient to

address people as the strategic asset of the organization but to believe that they are the real and the most important asset in an organization. HRD is a process which is needed to make the people grow continuously and their growth will ultimately lead to the growth and development of the organization (Kumar & Patnaik, 2002). HRD is a new systematic approach to proactively deal with issues, related to individual employees and teams, and organizations and a movement to develop organizational capability to manage change and challenge. HRD means an organized learning experience with an objective of producing the possibility of performance change. HRD is a development oriented planning efforts in the personnel area which is basically concerned with the development of human resources in the organization for improving the existing capabilities and acquiring new capabilities for achievement of the corporate and individual goals. HRD means an organized learning experience with the objective of producing the possibility of performance change (Huselid, 1995).

HRD Mechanisms/Sub-Systems-

Human Resource Development (HRD) is an organizational framework for improving and developing their human capital for which the management implement certain sub-systems or methods. The purpose of implementing such HRD instruments is to gain a competitive edge in market place through a competent and capable work force. Methods of HRD focus on teaching the necessary skills to the employees on the job, more specific abilities that help to accomplish any task or responsibilities in an organization. Besides, it improves technical and communicative skills and improves the efficiency of employees. There are different types of subsystems/ mechanisms/methods which are employed to implement HRD in an organization. These are as follows:

- i. recruitment and selection
- ii. Training and Development
- iii. Organizational Development
- iv. Performance Appraisal
- v. Career Planning
- vi. Employee Welfare and Quality of Work Life
- vii. Rewards and recognition
- viii. participative management
- ix. Quality Circles, Task forces and Assignment Groups
- x. Employee Counseling and Coaching

These sub-systems or instruments may vary depending on the size of the organization, the internal environment, the support and commitment of the top management, the competitive policies, etc. The present research investigates the differences in HRD practices of the banks under study by taking first eight dimensions.

Review of Related Literature

Patel and Iyer (2004) studied the HRD practices in eight pharmaceutical companies on a sample of 125 respondents in the state of Gujarat. The authors used modified form of questionnaire developed by Rao and Abraham (1991). The results highlighted that human

resources have been treated well and the employees working therein feels motivated and acquired new skills and developing their existing knowledge. Besides, there exists a healthy sign of team spirit and co-operation among the employees in the organization. **Hamlin and Cooper (2005)** in their study identified the criteria of managerial and leadership effectiveness in Birmingham Women's Healthcare NHS Trust-a part of the British National Health service. The findings of the study showed that HRD practitioner's advances their professional practices with strong academic credentials and HRD scholars readily engaged in academic research that produces results of sufficient quality to contribute to the body of HRD knowledge. **Agarwal and Nayak (2009)** explored the problems of human resource in IT sector with the help of questionnaires set on five point scale. The questionnaire contains several dimensions: problem solving, recognition and reward (extrinsic and intrinsic), growth and development, innovation and change, experimentation, interpersonal openness and risk taking, top management, commitment to HRD, personnel policies, attitude and objectivity, development climate, interpersonal helpfulness and team spirit. The sample size of the research was four IT organizations namely IBM, HCL Technologies, HP, and TCS. One Way ANOVA was applied to examine the differences in HRD climate in IT organizations under study. The study revealed that there was no significant difference in HRD climate among the sampled organizations. **Rabbanee et.al (2010)** highlighted the impact of globalization on the development of human resources in developing countries. The study was based on secondary data collected from different publications of several authors, Human development reports, UNDP reports, and World Bank reports. The research investigated favourable and unfavorable impact of globalization. The authors revealed that globalization promote education; ensure quality of work life, increases GDP, generates employment and income etc., for human development. However, it reduced the government revenue by lowering down the import/export tariffs, negative impact on agricultural sector, GSP facility and quota systems has been withdrawn etc. Finally, the authors suggested some strategies to develop and promote the human development in the changing scenario of globalization. **Hameed (2013)** conducted a study to examine the relationship between the employee performance and human resource (HR) practices in the banking sector of Pakistan on 235 banking personnel with the help of a questionnaire. The relationship was calculated by applying Spearman's correlation matrix and multiple regression analysis. The results demonstrated that the employee performance and HR practices has a positive and significant relationship. **Khan (2015)** examined the impact of human resource policies on the performance of employees working in State Bank of India on a sample of 100 employees with the help of multiple regression. The value of adjusted R square was 0.673 which shows that 67% variation in employee's performance is due to better HR Policies. Besides, value of unstandardized beta coefficients were positive and statistically significant ($P < 0.05$) on each variable. Therefore, it can be said that there is significant impact of HR Policies on employee's performance in State Bank of India. **Sami & Khan (2016)** in their study entitled, "Human Resource Development Practices in Indian Software Companies" investigated the differences in HRD practices in software industry in India. The sample size of the study was 134 employees working in four software companies. Data have been collected through questionnaires designed on a five point Likert scale and analyzed with the application of one way Analysis of Variance (ANOVA). Quality of work life, organizational development,

training and development, performance appraisal, and participative management were the variables used by the researchers in the study. The study found that there is a significant difference in quality of work life, performance appraisal, participative management but no significant difference exists on the variable training and development among employees in selected software companies.

4. Objectives of the study

- A. To provide an insight of the concept of HRD.
- B. To examine the differences in the perception of employees working in Bank of America and Deutsche Bank towards various HRD policies.

Hypotheses of the study-

Ho₁: There is no significant difference in quality of work life among employees between Bank of America and Deutsche Bank.

Ho₂: There is no significant difference in training and development among employees between Bank of America and Deutsche Bank.

Ho₃: There is no significant difference in career planning and development among employees between Bank of America and Deutsche Bank.

Ho₄: There is no significant difference in organizational development among employees between Bank of America and Deutsche Bank.

Ho₅: There is no significant difference in performance appraisal among employees between Bank of America and Deutsche Bank.

Ho₆: There is no significant difference in participative management among employees between Bank of America and Deutsche Bank.

Ho₇: There is no significant difference in recruitment and selection among employees between Bank of America and Deutsche Bank.

Ho₈: There is no significant difference in rewards and recognition among employees between Bank of America and Deutsche Bank.

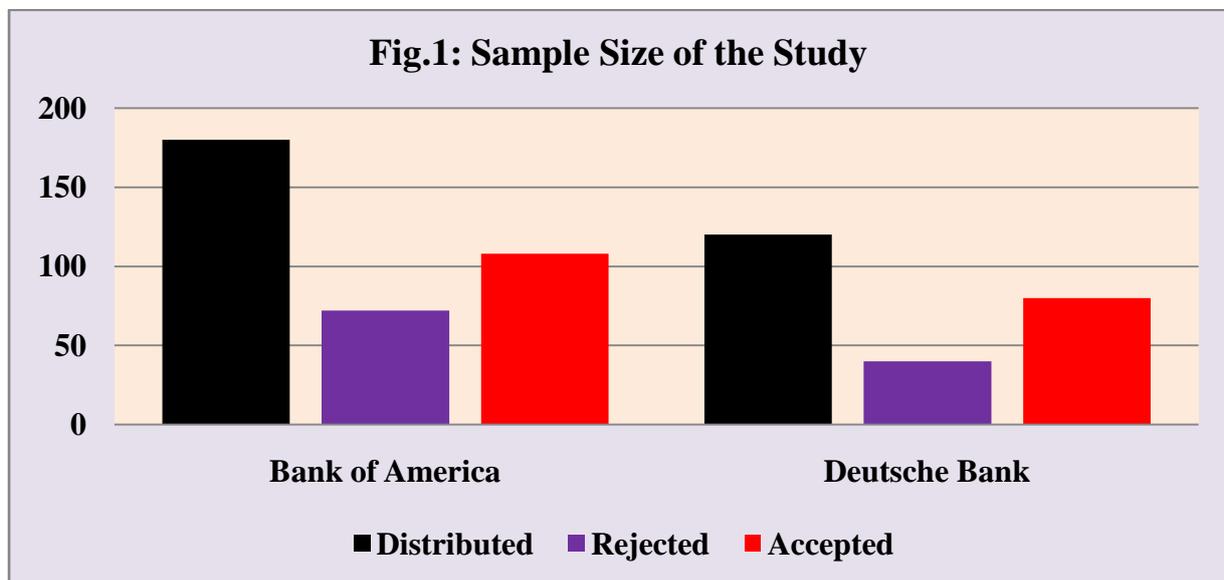
Methodology-

The research is based on both primary and secondary data. However, major emphasis is laid on primary data which is collected with the help of questionnaire designed on a five point Likert Scale from 188 respondents working in Bank of America and Deutsche Bank. Secondary data is collected from websites, journals, periodicals, magazines, and reports. The period of data collection is three months from October, 2016 to December, 2016. Simple random sampling is followed in the study. A total of 300 questionnaires were distributed to the executive cadre employees of selected banks wherein 112 questionnaires were rejected due to error and 188 have been finally selected for analysis. Thus, sample size of the study is 188. Independent sample t test has been applied as the statistical tool for data analysis.

Table 1: Sample Size of the Study

Questionnaires	Selected Banks		Total
	Bank of America	Deutsche Bank	
Distributed	180	120	300
Rejected	72	40	112
Accepted	108	80	188
Sample Size	108	80	188
Response Rate	60%	66%	63%

Source: Primary Data

**Table 2: Reliability of Study Dimensions**

Reliability Test	Dimensions of HRD policies used in the study							
	QWL	TD	CP	OD	PA	PM	RS	RR
No. of Statements	4	4	3	4	4	3	4	3
Cronbach Alpha	0.841	0.764	0.799	0.801	0.829	0.775	0.836	0.866
Overall Reliability: 0.825								

Source: Output of SPSS_18

Note: QWL: Quality of Work Life, TD: Training and Development; CP: Career Planning and Development; OD: Organizational Development; PA: Performance Appraisal; PM: Participative Management; RS: Recruitment and Selection; RR: Rewards and Recognition

Reliability-

Table 2 shows the reliability of all eight dimensions. The value of cronbach alpha of all study dimensions is more than 0.7 which shows that data is reliable for further analysis. Cronbach

alpha is 0.841 on quality of work life dimension whereas it is 0.764 on training and development. The overall reliability of all statements and variables is 0.825.

Hypothesis Testing

Ho₁: There is no significant difference in quality of work life among employees between Bank of America and Deutsche Bank.

Ha₁: There is a significant difference in quality of work life among employees between Bank of America and Deutsche Bank.

Table 3: Independent t-test on Quality of Work Life

Particulars	Selected Banks	
	Bank of America	Deutsche Bank
Number of sample	108	80
Mean	4.2171	4.4462
Standard Deviation	2.2974	2.4561
T Value	36.789	
Degrees of freedom	186 (n ₁ +n ₂ -2)	
Significant Value	0.0045	
Remarks	Significant	
Result	Null hypothesis stands rejected	

Source: Output of SPSS_18

Independent sample t-test has been used as a statistical tool to examine the difference in quality of work life among employees between Bank of America and Deutsche Bank. The null hypothesis there is no significant difference in quality of work life among employees between Bank of America and Deutsche Bank and the alternate states that there is a significant difference in quality of work life among employees between Bank of America and Deutsche Bank. Table 3 shows the results of independent sample t test on the variable quality of work life. It has been found from the table that Bank of America has the lowest mean value of 4.2171 on five point likert scale with standard deviation of 2.2974 whereas the mean value of Deutsche Bank is 4.4462 with standard deviation of 2.4561. Moreover, the value of 't' is 36.789 and significant value is 0.0045 which is less than 0.05 at 95 percent confidence interval. Therefore, null hypothesis stands rejected and hence it can be said there is a significant difference in quality of work life among employees between Bank of America and Deutsche Bank.

Ho₂: There is no significant difference in training and development among employees between Bank of America and Deutsche Bank.

Ha₂: There is a significant difference in training and development among employees between Bank of America and Deutsche Bank.

Table 4: Independent t-test on Training and Development

Particulars	Selected Banks	
	Bank of America	Deutsche Bank
Number of sample	108	80
Mean	4.2287	4.4099
Standard Deviation	1.9788	2.0198
T Value	25.578	
Degrees of freedom	186	
Significant Value	0.228	
Remarks	Insignificant	
Result	Null hypothesis stands accepted	

Source: Output of SPSS_18

Independent sample t-test has been used as a statistical tool to examine the difference in training and development among employees between Bank of America and Deutsche Bank. The null hypothesis there is no significant difference in training and development among employees between Bank of America and Deutsche Bank and the alternate states that there is a significant difference in training and development among employees between Bank of America and Deutsche Bank. Table 4 shows the results of independent sample t test on the variable training and development. It has been found from the table that Bank of America has the lowest mean value of 4.2287 with standard deviation of 1.9788 whereas the mean value of Deutsche Bank is 4.4099 with standard deviation of 2.0198. Moreover, the value of 't' is 25.578 and significant value is 0.228 which is more than 0.05 at 95 percent confidence interval. Therefore, null hypothesis stands accepted and hence it can be said there is no significant difference in training and development among employees between Bank of America and Deutsche Bank.

H₀₃: There is no significant difference in career planning and development among employees between Bank of America and Deutsche Bank.

H_{a3}: There is a significant difference in career planning and development among employees between Bank of America and Deutsche Bank.

Table 5: Independent t-test on Career Planning and Development

Particulars	Selected Banks	
	Bank of America	Deutsche Bank
Number of sample	108	80
Mean	4.0577	4.3322
Standard Deviation	1.8596	2.0013
T Value	14.075	
Degrees of freedom	186	
Significant Value	0.907	
Remarks	Insignificant	
Result	Null hypothesis stands accepted	

Source: Output of SPSS_18

Independent sample t-test has been used as a statistical tool to examine the difference in career planning and development among employees between Bank of America and Deutsche Bank. The null hypothesis there is no significant difference in career planning and development among employees between Bank of America and Deutsche Bank and the alternate states that there is a significant difference in career planning and development among employees between Bank of America and Deutsche Bank. Table 5 shows the results of independent sample t test on the variable career planning and development. It has been found from the table that Bank of America has the lowest mean value of 4.0577 on five point likert scale with standard deviation of 1.8596 whereas the mean value of Deutsche Bank is 4.3322 with standard deviation of 2.0013. Moreover, the value of 't' is 14.075 and significant value is 0.907 which is more than 0.05 at 95 percent confidence interval. Therefore, null hypothesis stands accepted and hence it can be said there is no significant difference in career planning and development among employees between Bank of America and Deutsche Bank.

Ho₄: There is no significant difference in organizational development among employees between Bank of America and Deutsche Bank.

Ha₄: There is a significant difference in organizational development among employees between Bank of America and Deutsche Bank.

Table 6: Independent t-test on Organizational Development

Particulars	Selected Banks	
	Bank of America	Deutsche Bank
Number of sample	108	80
Mean	4.0558	3.8674
Standard Deviation	1.5607	1.4623
T Value	-16.089	
Degrees of freedom	186	
Significant Value	0.549	
Remarks	Insignificant	
Result	Null hypothesis stands accepted	

Source: Output of SPSS_18

Independent sample t-test has been used as a statistical tool to examine the difference in organizational development among employees between Bank of America and Deutsche Bank. The null hypothesis there is no significant difference in organizational development among employees between Bank of America and Deutsche Bank and the alternate states that there is a significant difference in organizational development among employees between Bank of America and Deutsche Bank. Table 6 shows the results of independent sample t test on the variable organizational development. It has been found from the table that Bank of America has more mean value of 4.0558 whereas the mean value of Deutsche Bank is 3.8674. Moreover, the value of 't' is -16.089 and significant value is 0.549 which is more than 0.05 at 95 percent confidence interval. Therefore, null hypothesis stands accepted and hence it can be said there is no significant difference in organizational development among employees between Bank of America and Deutsche Bank.

H₀₅: There is no significant difference in performance appraisal among employees between Bank of America and Deutsche Bank.

H_{a5}: There is a significant difference in performance appraisal among employees between Bank of America and Deutsche Bank.

Table 7: Independent t-test on Performance Appraisal

Particulars	Selected Banks	
	Bank of America	Deutsche Bank
Number of sample	108	80
Mean	4.4421	4.0138
Standard Deviation	1.5692	1.4667
T Value	22.699	
Degrees of freedom	186	
Significant Value	0.000	
Remarks	Significant	
Result	Null hypothesis stands rejected	

Source: Output of SPSS_18

Independent sample t-test has been used as a statistical tool to examine the difference in performance appraisal among employees between Bank of America and Deutsche Bank. The null hypothesis there is no significant difference in performance appraisal among employees between Bank of America and Deutsche Bank and the alternate states that there is a significant difference in performance appraisal among employees between Bank of America and Deutsche Bank. Table 7 shows the results of independent sample t test on the variable performance appraisal. It has been found from the table that Bank of America has more mean value of 4.4421 on five point likert scale whereas the mean value of Deutsche Bank is 4.0138 with. Moreover, the value of 't' is 22.699 and significant value is 0.000 which is less than 0.05 at 95 percent confidence interval. Therefore, null hypothesis stands rejected and hence it can be said there is a significant difference in performance appraisal among employees between Bank of America and Deutsche Bank.

Ho₆: There is no significant difference in participative management among employees between Bank of America and Deutsche Bank.

Ha₆: There is a significant difference in participative management among employees between Bank of America and Deutsche Bank.

Table 8: Independent t-test on Participative management

Particulars	Selected Banks	
	Bank of America	Deutsche Bank
Number of sample	108	80
Mean	4.3874	4.2335
Standard Deviation	1.8961	1.7466
T Value	-9.805	
Degrees of freedom	186	
Significant Value	0.587	
Remarks	Insignificant	
Result	Null hypothesis stands accepted	

Source: Output of SPSS_18

Independent sample t-test has been used as a statistical tool to examine the difference in participative management among employees between Bank of America and Deutsche Bank. The null hypothesis there is no significant difference in participative management among employees between Bank of America and Deutsche Bank and the alternate states that there is a significant difference in participative management among employees between Bank of America and Deutsche Bank. Table 8 shows the results of independent sample t test on the variable participative management. It has been found from the table that Bank of America has more mean value of 4.3874 on five point likert scale whereas the mean value of Deutsche Bank is 4.2335. Moreover, the value of 't' is -9.805 and significant value is 0.587 which is less than 0.05 at 95 percent confidence interval. Therefore, null hypothesis stands accepted and hence it can be said that significant difference does not exist in participative management among employees between Bank of America and Deutsche Bank.

H₀₇: There is no significant difference in recruitment and selection among employees between Bank of America and Deutsche Bank.

H_{a7}: There is a significant difference in recruitment and selection among employees between Bank of America and Deutsche Bank.

Table 9: Independent t-test on Recruitment & Selection

Particulars	Selected Banks	
	Bank of America	Deutsche Bank
Number of sample	108	80
Mean	4.4171	3.8754
Standard Deviation	1.8961	2.0761
T Value	44.252	
Degrees of freedom	186	
Significant Value	0.000	
Remarks	Significant	
Result	Null hypothesis stands rejected	

Source: Output of SPSS_18

Independent sample t-test has been used as a statistical tool to examine the difference in recruitment and selection among employees between Bank of America and Deutsche Bank. The null hypothesis there is no significant difference in recruitment and selection among employees between Bank of America and Deutsche Bank and the alternate states that there is a significant difference in recruitment and selection among employees between Bank of America and Deutsche Bank. Table 9 shows the results of independent sample t test on the variable recruitment and selection. It has been found from the table that Bank of America have more mean value of 4.4171 on five point likert scale whereas the mean value of Deutsche Bank is 3.8754. Moreover, the value of 't' is 44.252 and significant value is 0.000 which is less than 0.05 at 95 percent confidence interval. Therefore, null hypothesis stands rejected and hence it can be said there is a significant difference in recruitment and selection among employees between Bank of America and Deutsche Bank.

H₀₈: There is no significant difference in rewards and recognition among employees between Bank of America and Deutsche Bank.

H_{a8}: There is a significant difference in rewards and recognition among employees between Bank of America and Deutsche Bank.

Table 10: Independent t-test on Rewards & Recognition

Particulars	Selected Banks	
	Bank of America	Deutsche Bank
Number of sample	108	80
Mean	3.9864	3.2408
Standard Deviation	1.4569	1.7763
T Value	29.807	
Degrees of freedom	186	
Significant Value	0.0008	
Remarks	Significant	
Result	Null hypothesis stands rejected	

Source: Output of SPSS_18

Independent sample t-test has been used as a statistical tool to examine the difference in rewards and recognition among employees between Bank of America and Deutsche Bank. The null hypothesis there is no significant difference in rewards and recognition among employees between Bank of America and Deutsche Bank and the alternate states that there is a significant difference in rewards and recognition among employees between Bank of America and Deutsche Bank. Table 10 shows the results of independent sample t test on the variable rewards and recognition. It has been found from the table that Bank of America has more mean value of 3.9864 whereas the mean value of Deutsche Bank is 3.2408. Moreover, the value of 't' is 29.807 and significant value is 0.0008 which is less than 0.05 at 95 percent confidence interval. Therefore, null hypothesis stands rejected and hence it can be said there is a significant difference in rewards and recognition among employees between Bank of America and Deutsche Bank.

Conclusion

Human resource is the most vital resource of an organization and with rapidly changing market conditions, rising expectations of employees, technological advancement and amendments in management systems have necessitated the development for human resource and to recognize the significance of their upgradation and progression. In the present study, an attempt has been made by the authors to found the differences in HRD practices in Bank of America and Deutsche Bank. It is based on both primary and secondary data. Primary data has been collected with the help of questionnaire designed on a five point Likert scale from 188 respondents working in banks under study. Independent sample t test has been applied as the statistical tool for data analysis. The findings highlighted that there is no significant difference in the perception of employees working in Bank of America and Deutsche Bank on the HRD variables quality of work life, performance appraisal, recruitment and selection, rewards and recognition in banks under study. However, significant differences have been found in the perception of employees towards training and development, career planning and development, organizational development, and participative management.

Works Cited:

1. Al-Kahtani, N.S. & Khan, N.A. (2013). Human Resource Development Practices in Telecom Sector in Saudi Arabia: An Empirical Presentation. *World Applied Sciences Journal*, Vol. 28, Issue 11, 1567-1578.
2. Al-Kahtani, N.S. & Khan, N.A. (2014). An Empirical Investigation into Human Resource Development Practices in Public Telecom Organisations in Saudi Arabia. *Research Journal of Applied Sciences, Engineering and Technology*, Vol. 7, Issue 18, 3888-3893.
3. Abeysekera R. (2007). The Impact of Human Resource Management Practices on Marketing Executive Turnover of Leasing Companies in Sri Lanka. *Contemporary Manage, Res.*, Vol. 3, Issue 3, 233-252.
4. Agarwal, M. & Nayak, T.K. (2009). Human Resource Development Scenario in Indian Information Technology Companies. *Saaransh RKG Journal of Management*, Vol. 22, Issue 4, 85-92.
5. Becker, B. & Gerhart, B. (1996). The Impact of Human Resource Management on Organisational Performance: Progress and Prospects. *Academy of Management Journal*, Vol.39, 779-801.
6. Chand, M. & Katou, A. (2007). The Impact of HRM Practices on Organizational Performance in The Indian Hotel Industry. *Employee Relations*, Vol.29, No.6, 576-594.
7. Cunningham, I. (1999), Human Resource Management in The Voluntary Sector: Challenges And Opportunities. *Public Money and Management*, Vol.19, No.2, 19-25.
8. Edgar, F. & Geare, A. (2005). HRM Practice and Employee Attitudes: Different Measures Different Results. *Pers. Rev.*, Vol. 34, Issue 5, 534-549.
9. Ezzamel, M., et al. (1995). Practices and Practicalities in Human Resource Management, *Human Resource Management Journal*, Vol. 6, No. 1, 63-80.
10. Farndale, E. & Paauwe, J. (2007). Uncovering Competitive and Institutional Drivers of HRM Practices in Multinational Corporations. *Human Resource Management Journal*, Vol. 17, No. 4, November, 355-375.
11. Green, K.W. et al. (2006). The Impact of Strategic Human Resource Management on Firm Performance and HR Professionals' Work Attitude and Work Performance. *International Journal of Human Resource Management*, Vol. 17, No. 4, April, 559-579.
12. Ghebreorgis, F., & Karstan, L. (2007). Employee Reactions to Human Resource Management and Performance in a Developing Country. *Personnel Review*, Vol. 36, No.5, 722-738.
13. Hamlin, R.G. & Cooper, D.J. (2005). HRD Professional Partnerships for integrating Research and Practice: A case Study example from the British National Health Service. Working Paper, No.WP005/05. URL: <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.551.1688&rep=rep1&type=pdf>
14. Hamed et.al (2013). An Empirical Investigation of Downsizing: A Study of Banking Sector of Pakistan. *African Journal of Business Management*, Vol.7 (17), 1640-1647. URL: <http://www.academicjournals.org/journal/AJBM/article-full-text-pdf/290618215366>

15. Hsu, Y.R., & Leat, M. (2000). A Study of HRM and Recruitment and Selection Policies and Practices in Taiwan. *International Journal of Human Resource Management*, Vol.11, No.2, 413-435.
16. Huselid, M.A. (1995). The Impact of Human Resource Management Practices on Turnover, Productivity and Corporate Financial Performance. *Academy of Management Journal*, Vol. 38, No. 3, 635-672.
17. Jery, H. & Souai, S. (2014). Strategic Human Resource Management and Performance: The Contingency Approach Case of Tunisia. *International Journal of Humanities and Social Science* Vol. 4, No. 6; 282-289. URL: www.ijhssnet.com/journals/Vol_4_No_6_April_2014/30.pdf
18. Kumar, S. & Patnaik, S.P. (2002). Human Resource Development Climate and Attributes of Teachers in JNV's. *Indian Journal of Training and Development*, Vol.32, No.2, 222-229.
19. Khan, M.A. (2010). Effects of Human Resource Management Practices on Organizational Performance – An Empirical Study of Oil and Gas Industry in Pakistan. *Eur. J. Econ. Finance. Adm. Sci.*, 24.
20. Khan, A. (2015). An Empirical Analysis of HR Policies on The Performance of Employees In Banking Industry: A Case Study of State Bank of India (SBI). *International Journal of Multidisciplinary Research and Development*, Vol. 2, Issue 2, 308-312.
21. Patel, M. K., & Iyer, B. K. (2004). HRD general practices in Drugs and Pharmaceutical Industry. *Indian Journal of Commerce*, Vol.57, No.1.
22. Rabbanee, F.K., Haque, M.M., & Hasan, F. (2010). Globalization and Human Development – Realities and Recommendations For Developing Countries. *Asian Affairs*, Vol. 30, No. 1, 32-49. URL: <http://www.cdrb.org/journal/2008/1/3.pdf>
23. Sami, L., & Khan, A. (2016). Human Resource Development Practices in Indian Software Companies. *International Research Journal of India*, Vol. 2, Issue 4, 1-11.