

# Impact of Effective Implementation of HR Practices on Employee Performance in Pharmacy Business in Thailand

Bundit Pungnirund

Faculty of Management Science, Suan Sunandha Rajabhat University, Bangkok, Thailand

E-Mail: [bundit.pu@ssru.ac.th](mailto:bundit.pu@ssru.ac.th)

Article History:

Submitted: 10.12.2019

Revised: 10.02.2020

Accepted: 05.03.2020

## ABSTRACT

The study was about the examination of the association between practices of Human Resource (development and training, organizational justice and rewards and compensation) and performance of employees. The chosen methodology for assessing this relationship was quantitative data analysis and data was collected through primary resources. The instrument used for data collection was a questionnaire, and questionnaires filled from 217 respondents (HR manager, sales manager, supervisors, and labor). At the end of the study, it was concluded that the most impactful variable is rewards and compensation. The physical existence of these variables attracts employees' more attention in comparison to other relevant variables. Employees' development and training and organizational justice were also shown a noteworthy relationship. It was summed up that equal

career opportunities encourage the employee to perform better and fair procedures to help them in their job satisfaction and job motivation. The recommendation for this was to include more relevant variables such as performance appraisal and data analysis method should be based on both quantitative and qualitative methods.

**Keywords:** HR Practices, Employee Performance, Pharmacy Business

### Correspondence:

Bundit Pungnirund

Faculty of Management Science, Suan Sunandha Rajabhat University, Bangkok, Thailand

E-mail: [bundit.pu@ssru.ac.th](mailto:bundit.pu@ssru.ac.th)

DOI: [10.5530/srp.2020.2.90](https://doi.org/10.5530/srp.2020.2.90)

@Advanced Scientific Research. All rights reserved

## INTRODUCTION

Development of human resource is very important for improving performance of the organization significantly. Moreover, recruitment/selection are very important practices to develop employees' effective performance and this improves organizational performance overall (Sirittakul, Sawasdee, Kalawong, & Jernsittiparsert, 2019; Kerdpitak & Jernsittiparsert, 2020; Saengchai, Joemsittiprasert, & Jernsittiparsert, 2020). Human resource development is important to motivate, satisfy and encourage employees through different skills development, training sessions, and knowledge enhancement otherwise human resources of a company may become rustic and obsolete (Whawo, 2015). The nature and size of the organization and its employees' behavior and decisions related to their jobs in the organization impact the firms' performance.

For achieving organizational objectives successfully as desired, employees' good performance and development play an imperative role? In addition to this, HR practices are necessary to evaluate employees' performance in achieving organizational objectives. These HR strategies and practices comprise of performance appraisal, recruitment and selection, development and training, rewards and compensation. Çalışkan and Callon (2010), stated that today's competitive environment of business demands acknowledgment of Human resource practices. Moreover, Bowra, Sharif, Saeed, and Niazi (2012) added that a competitive advantage can be achieved by undertaking effective HR practices because performance of

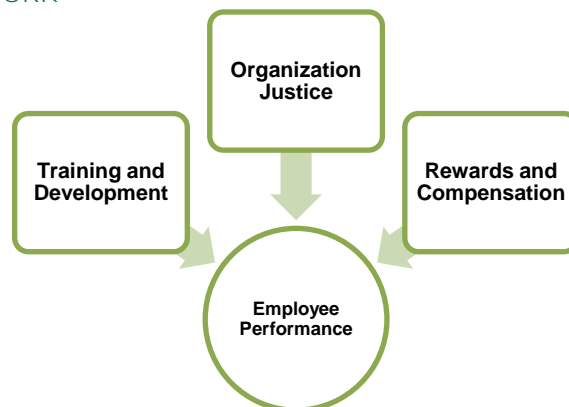
employees has a noteworthy influence on HR practices. Solkhe and Chaudhary (2011), concluded in their study that policies and practices of encouraging learning capacity of employees through learning-based interventions involve management actions and decisions towards human resource development (Aggu & Ogiriki, 2014).

The key objective of presenting paper is evaluation of the noteworthy correlation between performance of employees and practices of Human resource in any organization. Numerous factors are comprised of the list of HR practices but in the study discussed factors are organizational justice, development and training, and compensation and rewards. In the end, data analysis and discussion of results will help to conclude that improvement in HR strategies and practices for enriching employees' performance is imperative.

### Objectives of the Study

- Evaluation of the importance of main Practices of human resource for Developing Performance of the employees
- Assessment of the significant influence of Rewards and Compensation on Performance of the employees
- Evaluation of the noteworthy influence of Training and Development Performance of employees
- Estimation of the noteworthy influence of Organizational Justice on Performance of employees

## THEORETICAL FRAMEWORK



## LITERATURE REVIEW

### Development and Training

According to one study, the good practices of Human resource will put in the best skills and quality traits of the employees to the organization. The study also entails the importance of training in complementing the selection process which ultimately ends in the progression of the organization. Cooke (2000) added up in this that efficiency and effectiveness are key factors in to select suitable employees for any organization. Training plays as one of the important features which increases the knowledge and ability of the workers, and in return culminates the efficiency and effectiveness of work at the workplace (Haq, Nawaz, Mahtab, & Cheema, 2012). In addition to that, another very important study highlights the usefulness of compensation in the progress and development of a firm. Singh (2017) observes that paying higher compensation to the employees leads towards better satisfaction and commitment of the employees.

Major studies on management of human resource by Falola et.al, (2014) states that the development and training of employees is the most vital thing which in return benefits more than any other practice. The research clearly states that spending more on the development of the employees through training will return more incentives to the organization as a whole (Nawaz, Afzal, & Shehzadi, 2013). There is existence of a strong correlation between the development and training and the positive performance of the workforce.

With respect to the training perspective, there are multiple views of the researchers. One study depicts the concept of training during job routine that is to be more valuable for the employees. They can focus on work and training altogether. On the flip side of this view, there is another researcher claims that off duty training is better for the employees because in this way they can focus only on their training rather than a job. Job enrichment is a wide concept to enhance the abilities of employees. It also maximizes the opportunities of employees, enhancing productivity among the employees and leaves a positive impression on the organizational environment.

Nawaz, Azam, and Bhatti (2019) states that the concept of job rotation also has a direct relation with the improvement

of the organization. According to the author, job rotation enables the employees to understand different positions of the organization. It helps in enhancing the experience of the employees and provides an opportunity for career development.

### Organizational Justice

Organization justice is a new and very different concept which is fetching attention day by day in the studies of organizational behavior. The researchers are also making pace in human psychology and human resource management. The employee pays very close attention to justice. Their concept of taking and giving justice to build the pillars for commitment and job satisfaction are very effective. According to the study, the organization injustices negatively shape the attitudes of the employees (Ali, 2016).

The employees need to know that they are being provided an equal share of rights and organization top management is doing just with their all levels of employees. This concept is also known as distributive justice which aims to provide an equal share of rights to every individual working for the firm. On the other hand, there is another form of organizational justice which is acknowledged as justice of procedures. Procedural justice is meant by the hierarchy of the firm. Based on which the organizational outcomes are divided on every level of the organization (Choi, 2011). According to the researchers, procedural justice is divided into two forms formal procedure, and fair outcomes. This is a concept on which employees perceive to get equal justice in every process to get fair outcomes.

One last form of justice is interactional justice. Employees seek justice when they are communicating with other managers. As discussed by Al-Zu'bi (2010), Interactional justice comprises of communication between peers regarding the concept of justice. The concept makes sure that every employee gets complete information about organization decisions. This is how the company will get complete benefit from the employees and they will produce maximum outcomes.

Employees' performance indicators include knowledge, efforts, education, cognitive assessment and time. In response to these factors, employees assess fair treatment or unfair treatment by mainly focusing on outputs they

obtained and outcomes what they desired. This comparison is based on internal organizational procedures as well as external organizational procedures to treat employees. At the end, the comparison gives a specific level of equality or inequality between employees of the organization. When employees believe that they did not get what is expected in comparison to other employees they minimize their efforts to performance better and their behaviors and attitudes may change towards their job (Kalay, 2016).

#### Rewards and Compensation

According to research, it is known that reparation is always tolerable to employees whether it can be in any shape. Reparation is a prime factor to increase employee gratification in their work. It can also contribute to enhancing one's work efficiency. In the void of compensation, the employees will lose interest in their work and it would create a problem for the organization. Wardoyo (2016), believes that reparation is a reward for an employee for his devotion to the organization. It is considered as an award to the people in service.

Wright, Gardner, and Moynihan (2003), mentioned that workforce of an organization will infuse an un-restricted try if the performance management system and the compensation systems are working with the same pace. In simple words, job is defined as the amalgamation of the description of job and stipulations of the job. It highlights the duties and polished skills of a person hired on job (Qureshi, Ramay, & Marwat, 2006). It was also rendered that the system of HR practices has a great influence on performance of employees. It has confirmed a notable connection between practices of HR and Employee outcomes (Sels et al., 2006).

The list for compensation comprises for gratuity, a prize that incorporates financial or non-financial things (Wright et al., 2003). The most critical and disputable procedure is the wage in most of the companies because it has to be done in accordance to one's capabilities. New plans and strategies are made during a reward system (Njoroge & Kwasira, 2015).

The reward management systems are only apprehended with the design and durability reward systems in-return for the betterment of organizations and individuals. In contrast to the Performance management, this believes that improvement in performance of organization is imperative to evolve the performance of team and individual forces (Armstrong and brown, 2006). He further pointed out that improved results can be achieved by planning and frameworks. Reward system, leadership, and training were considered as tools for better performances. However, the tools used must be adequate to achieve target goals. It was also said that performance management must work under agreement rather than command. Thus, there comes a need for a researcher who considers the reward system as an aspiration for individuals to work hard. The rewards are believed to be the most controversial as well as a prime part of an organization (Zainalipour, Fini, & Mirkamali, 2010). Rewards are categorized further into two types. One is known as extrinsic rewards and on contrary to that there

are intrinsic rewards. Extrinsic rewards are those rewards which have tangible properties, they can be touched and felt. They are also categorized as extrinsic because they are outside the employees' control and job environment. It includes pay, promotion, bonus and other fringe benefits of the employees (Finkelstien, 2009).

There are also two kinds of payments that are directly linked with job satisfaction. There are skill-based payment and employee-based payment (Lai, 2011). Some factors of demographics have a precise influence on satisfaction of employees. The key objective of the study is assessment of connection between the compensation and reward systems with employee satisfaction. Hence the study on job satisfaction has evidence from real firms that the compensation plans for the employees are influenced by **the employee's commitment. The reward system is also related to performance of employees and it is evident that the rewards are awarded due to the good performance of employees only** (Nawab & Bhatti, 2011).

According to the new researchers of the industry, the compensation consists of many colors which are **responsible for increasing employee's satisfaction. They may include payment, recognition, promotional opportunities. All these multiple facets are included in the physician satisfaction of an employee of an organization. Firms providing meaningful work also makes a valuable contribution to physician satisfaction** (Lai, 2011). Others who are not providing meaningful work are making their employees dissatisfied with their workplaces. Different studies suggest that the government should increase compensation plans to increase the satisfaction level among employees. The government should form certain committees regarding compensation management. They should act in a radical way to provide promotion, compensation, and feedback related to physician satisfaction (Güngör, 2011).

Several theories proposed an influential correlation between practices of compensation and performance of employees. In addition to Shahzad, Bashir, and Ramay (2008), concluded in their study that the relationship **between university teachers' performance and reward practices of university management is directly correlated. This could be an assumption that resulted in a theoretical study that performance of employees and practices of compensation are directly correlated** (Rahman & Mu'taman Jarrar, 2015).

#### HR Practices and Employees' Performance

There is huge data of research on the association between practices of HR and Employees' performance. Most of the studies show an influencing linkage between practices of Human resource and Human resource performance. **Enhancing employees' abilities and skills are expected to increase individual as well as organizational productivity** (Peretomode, 1991). According to Wright et al. (2003), the **methods and strategies to develop and resource employees' skills through training, compensation, rewards, and performance evaluation impact the attitude of employees in terms of satisfaction, motivation, and commitment. These attitudes are based on organizational HR practices.**

The most important attitude is employees' motivation to enhance their performance towards organizational goals, as concluded by a large body of research in this field (Darma & Supriyanto, 2017).

There are a lot of studies that represent the reasons behind the employee's turnover and their consequences. Job satisfaction, motivation, and commitment influence the employee's turnover (Teclémichael Tessema & Soeters, 2006). The concept reveals that most of the employees who feel motivated and satisfied are likely to work for the organization for a longer period (Fields, Pang, & Chiu, 2000). According to the researcher Singh (2004), says that an employee's commitment and satisfaction are interrelated to each other. Employee satisfaction leads to the commitment and motivation of the employees. Many authors have the view that employee satisfaction is the result of high motivation. They feel committed to their organization only when they are satisfied. Schmidt (2007), also concluded that job satisfaction is also earned when employees have a massive number of opportunities.

One more significant and most vital part of bringing up satisfaction is the development and training of the workforce. The researchers suggest that Human resource development must take certain initiatives for the development and training of the employees (Bartlett 2001). These factors also contribute to the positive behavior of the employees towards the organization. Training is one of the mainstreams which saves the employees from absenteeism and turnover. According to the study by Lee and Bruvold (2003), training activities increase the chances of productivity and reduces the chances of leaving the organization. According to the research study of Collin (2005), practices of human resource are highly effective in producing great outcomes of employees' productivity in a small organization. A similar study conducted by Qureshi

et al. (2006) was in support of practices of human resource benefiting performance of employees in the organization.

## METHODOLOGY

The selected methodology for this study is based on collecting data through primary sources. The primary sources of data collection are used to impart the factor of generalizability and collect a huge volume of data for reliable results. For this purpose, a questionnaire survey method is chosen. The questionnaire is easy to use the instrument for gathering data (McLafferty, 2003). In this study, a Likert scale-based questionnaire is distributed to willing respondents, which involves five best possible answers to given questions. This questionnaire helps to save time during the responses collecting process. The open-ended questionnaire is not selected due to time limitations and openly given answers are not easily measurable. This study is quantitative data-based study and quantitative data analysis techniques are used to conclude results and gauge the influence of effective practices of HR on employees' performance.

The population of this study is not purpose-based due to which randomly selected organizations are visited to collect questionnaires. Moreover, the sample size is also not defined that's why the total number of participants is 217, which are sales managers, human resource managers, supervisors and randomly selected employees of the organizations. They were asked to fill questionnaires with their free consent. Their names and personal information are kept confidential due to a matter of secrecy. In the end, the cross-sectional period is entertained it is due to period of data collection is same for the whole data rather than a series of the time period which is a longitudinal time period.

## Data Analysis

Table 1: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	107	49.3	49.3	49.3
	1	110	50.7	50.7	100.0
	Total	217	100.0	100.0	

For this study, male and female genders are selected. The total number of participants is 127, out of which 107 are male and 110 are female participants. Gender is a very important factor in analyzing the level of organizational justice between both genders. The factor of discrimination

and women's workplace insecurities are directly related to employees' performance in the organization (Hussain, Mosa, & Omran, 2017). By keeping in focus this aspect female participants are equally included in the data collection process.

Table 2: Age

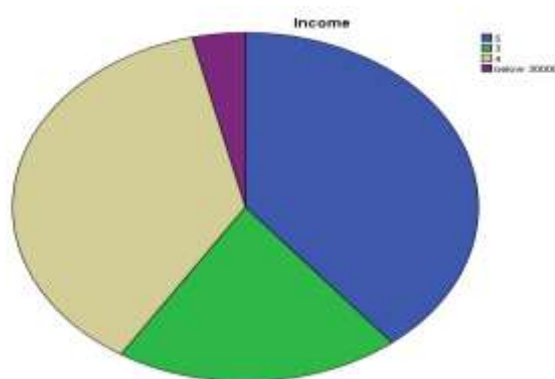
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	86	39.6	39.6	39.6
	3	86	39.6	39.6	79.3
	4	36	16.6	16.6	95.9
	1	9	4.1	4.1	100.0
	Total	217	100.0	100.0	

The age of the participants ranges from 25 to 60 years. The most senior person in the organization is 60 years old. Out of 217 participants mostly are of age range 25-40. At this age when employees learn new skills and abilities

enthusiastically. Their concerns are high for their career development and opportunities. It is seen from various studies that most of the people in this age are high performers as compared above than this or lower than this.

Table 3: Income

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	85	39.2	39.2
	3	43	19.8	59.0
	4	81	37.3	96.3
	below 30000	8	3.7	100.0
	Total	217	100.0	100.0

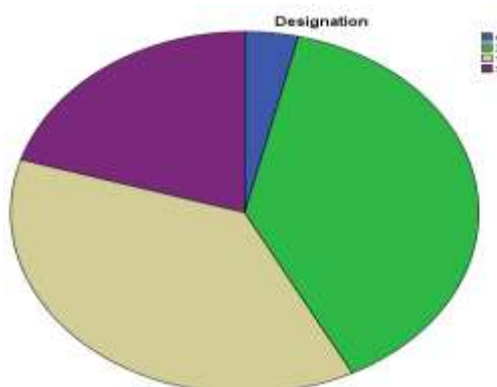


Income is the best source of employees' satisfaction and motivation towards their job, due to which different income level positions are included in the data collection process. According to results, it can be seen that people who have high incomes show a positive attitude towards

organizational HR practices. They are willing to improve their performance. From the collected data most of the people get 50000 to 75000 pay, which makes them optimistic about future opportunities, provided by the organization.

Table 4: Designation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	8	3.7	3.7
	2	84	38.7	42.4
	1	81	37.3	79.7
	3	44	20.3	100.0
	Total	217	100.0	100.0



In this study, four main designations of the participants are considered, sales managers, HR managers, supervisors, and employees. The employees are symbolized with number 4,

supervisors with 3, HR managers with 2 and sales managers with 1 and a large number of participants.

Reliability Tests of Independent Variables

Organizational Justice

Table 5: Reliability Statistics

Cronbach's Alpha	No. of Items
.670	5

Organizational justice is of three types, procedural, interactional and distributive as discussed in the literature review. From theoretical studies, it is evaluated that there is a direct link between the fairness of affairs in any firm and the performance of employees in that organization. The reliability test of any variable can be described through a

measure which is called Cronbach's Alpha. This measure shows the level of reliability of any variable for including in the study. According to organizational Justice's Cronbach's Alpha assessment which is 0.670, this variable is highly reliable to measure the employees' performance in the result of organizational justice.

Compensation and Reward

Table 6: Reliability Statistics

Cronbach's Alpha	No. of Items
.738	5

There is a huge volume of data to calculate the reliability of reward and compensation for getting the high performance of the employees in the organization. For assurance, this statistical result shows that compensation and reward have Cronbach's Alpha value 0.738 which means respondents are more concerned with this part of HR practices in an

organization. Organizational justice is the most suitable variable which impacts the performers of any organization positively or negatively, as compared to other variables such as training and development and organizational justice.

Training and Development

Table 7: Reliability Statistics

Cronbach's Alpha	No. of Items
.686	5

Training and development are career-oriented factors that encouraged employees to improve their professional as well as personal skills and abilities. Satisfaction related to job and job motivation, two key employees' performance factors are directly linked with training and development. Due to this reason, respondents are concerned about the

development and training procedures of the specific firm. The value of reliability test for this specific variable is 0.686, hence it is a very important factor to measure employees' performance, as per defined by statistical tool chosen in this study for evaluating the reliability of variables.

Reliability test of dependent variable

Employee Performance

Table 8: Reliability Statistics

Cronbach's Alpha	No. of Items
.700	5

In any organization, employees are the real asset to boost their growth at the highest pace. Employees' growth and development are directly considered as organizational growth and development. Organizations always try to retain their employees with powerful strategies and practices. These practices are practices of human resource that are developed for Human Resource development. In

response to these practices, employees perform their jobs according to the level of acceptance or rejection of those practices. Employees' performance is a very strong factor to evaluate the effectiveness or ineffectiveness of HR practices in any organization. This measuring tool also gives 0.700 reliability value of employees' performance.

TABLE 9: Correlation Analysis

		TD	OJ	CR	EP
TD	Pearson Correlation	1	.866**	.934**	.981**
	Sig. (2-tailed)		.000	.000	.000
	N	217	217	217	217
OJ	Pearson Correlation	.866**	1	.828**	.884**
	Sig. (2-tailed)	.000		.000	.000
	N	217	217	217	217
CR	Pearson Correlation	.934**	.828**	1	.933**
	Sig. (2-tailed)	.000	.000		.000
	N	217	217	217	217
EP	Pearson Correlation	.981**	.884**	.933**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	217	217	217	217

\*\* Correlation is significant at the 0.01 level (2-tailed).

The correlation table demonstrates the correlation and linkage between dependent and independent predictors. According to correlation analysis, there are two types of values which give values of significance and intensity of the relationship. The intensity of correlation can be analyzed by Pearson value and the value of significance can be measured by p-value. The more the Pearson value shows the high intensity of the relationship and in opposition to this the lower than 0.05 value of p-value shows a more significant relationship.

In the above-given table, Pearson's significance for the correlation between performance of employees and development and training is 0.981, which shows the highest intensity of the relationship. On the other hand, the significance/p-value is 0.00 which illustrates the most significant connection between development and training and employees' performance. This relationship is also proved by Khan (2012).

#### Regression Analysis

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.985 <sup>a</sup>	.969	.969	.13001

Predictors: (Constant), CR, OJ, TD

Regression investigation is a statistical tool to study the impact of independent variables on the dependent variable. The dependent variable varies with the varying value of the independent variable. In this study, the dependent variable is performance of employees and independent variables are practices of HR including development and training, rewards and compensation and organizational justice, used

In the above-given table, Pearson's value for the relationship between Employees' performance and compensation and rewards is 0.903, which shows the high intensity of the relationship. On the other hand, the p-value is 0.00 which shows the most significant relationship between compensation and rewards and employees' performance. The same results are discussed by Ajila and Abiola (2004).

In the above-given table, Pearson's assessment for the connection between performance of employees and organizational justice is 0.884, which illustrates the high intensity of the correlation. It shows that if organizational justice increases by 100% of employees' performance will be increased by 88.4% which is a very good ratio. On the other hand, the significance/p-value is 0.00 which depicts the most impactful association between Organizational Justice and employees' performance. This relationship also discussed and proved positively related by the results of Ang, Van Dyne, and Begley (2003) study.

in an organization. The given table depicts that the adjusted R square is 0.969 which means all variables in this study are 96.9% significantly important for the study to inspect the impact of the independent variable on dependent variables. There are only 4% importance of some other predictors which are not incorporated in the study to analyze the impact.

Table 11: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	113.642	3	37.881	2240.996	.000 <sup>b</sup>
	Residual	3.600	213	.017		
	Total	117.242	216			

Dependent Variable: EP

Predictors: (Constant), CR, OJ, TD

ANOVA is a model to show the significance of the impact of HR Practices (independent variables) on performance of employees (dependent variable). It tells how impactful change development and training, reward and compensation, and organizational justice can bring

employees' performance. According to the given value, the significance value is 0.000. The value shows 100% result of given HR practices on employees' performance wither positive or negative, depends on their perception regarding specific HR practices.

Table 12: Coefficients

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	-.042	.050		-.830	.407
	TD	.778	.038	.771	20.342	.000
	OJ	.123	.023	.127	5.237	.000
	CR	.108	.034	.108	3.206	.002

Dependent Variable: EP

This given table also illustrates the significance of the impact on the dependent variable. According to given beta values development and training have a 77.1% viable impact on employees' performance, organizational justice has a 12.7% significant impact on employees' performance and compensation and rewards have a 10.8% significant impact on employees' performance. According to this significance measure, it is analyzed that training and development is the most impactful variable to improve employees' performance by giving them career development opportunities. Training and development can be done before the job started to prevent those losses which are caused by inefficiency. On the job training and development is the most suitable method of human resource development by saving time as well as cost.

## CONCLUSION

The concluded results show that practices of human resource (development and training, rewards and compensation and organizational justice) have directly correlated with the employee performance, which means that the role of these practices is positive to impact employees' performance significantly. In order to achieve organizational goals these practices should be planned and implemented carefully. The results show that increase in career development opportunities, increase the overall employees' performance. Training and development are directly linked with employees' performance. The study results of EP show positive relationship between practices of human resource and performance of employees. Moreover, Wright et al. (2003), study results show noteworthy impact of practices of HR on performance of the employees. By evaluating and examining all relevant studies' results, it is summarized that well designed HR practices and procedures influence the performance of employees. Development and training are career-oriented factors that encouraged employees to improve their professional as well as personal skills and abilities. Job satisfaction and job motivation are two main employees' performance factors which are directly linked with development and training. On the other hand, Organizational justice is of three types, procedural, interactional and distributive as discussed in the literature

review. From theoretical studies, it is evaluated that there is a direct link between the fairness of affairs in the organization and the performance of employees (Ali, 2016). It is recommended by analyzing concluded results that organizations should focus on compensation and rewards in comparison to other two variables (training and development and organizational justice). From results, it is seen that compensation and rewards are most desired practices by employees of the organization. Organizations should develop variety of reward systems to encourage high performers of the organization. Performance and compensation both are interrelated variables. Compensation procedures increase performance and high performance drives compensational procedures. Moreover, management should encourage the employees' participation in decision making process in order to value their ideas and opinions. With respect to research related recommendation, qualitative data and open-ended questions should be added to enhance the variability of factors and examine more concerned variables.

## REFERENCES

1. Abdul Rahman, H., Jarrar, M., & Don, M. S. (2015). Nurse Level of Education, Quality of Care and Patient Safety in the Medical and Surgical Wards in Malaysian Private Hospitals: A Cross-sectional Study. *Global Journal of Health Science*, 7(6), 331-337.
2. Aggu, M. O., & Ogiriki, T. (2014). Human resource development and organizational performance in the Nigeria liquefied natural gas company limited, Bonny. *J. Mgmt. & Sustainability*, 4, 134-145.
3. Ajila, C., & Abiola, A. (2004). Influence of rewards on workers performance in an organization. *Journal of Social Sciences*, 8(1), 7-12.
4. Al-Zu'bi, H. A. (2010). A study of relationship between organizational justice and job satisfaction. *International Journal of Business and Management*, 5(12), 102-110.
5. Ali, S. H. B. (2016). The Impact of Organizational Justice on Employee Intrinsic and Extrinsic Performance: A Case Study in Kota Kinabalu Polytechnic, Malaysia. *Kuwait Chapter of the Arabian*



- Journal of Business and Management Review*, 5(11), 1-10.
6. Ang, S., Van Dyne, L., & Begley, T. M. (2003). The employment relationships of foreign workers versus local employees: A field study of organizational justice, job satisfaction, performance, and OCB. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 24(5), 561-583.
  7. Bowra, Z. A., Sharif, B., Saeed, A., & Niazi, M. K. (2012). Impact of human resource practices on employee perceived performance in banking sector of Pakistan. *African Journal of Business Management*, 6(1), 323-345.
  8. Çalıřkan, K., & Callon, M. (2010). Economization, part 2: a research programme for the study of markets. *Economy and Society*, 39(1), 1-32.
  9. Choi, S. (2011). Organizational justice and employee work attitudes: The federal case. *The American Review of Public Administration*, 41(2), 185-204.
  10. Darma, P. S., & Supriyanto, A. S. (2017). The effect of compensation on satisfaction and employee performance. *Management and Economics Journal (MEC-J)*, 1(1), 15-25.
  11. Fields, D., Pang, M., & Chiu, C. (2000). Distributive and procedural justice as predictors of employee outcomes in Hong Kong. *Journal of Organizational Behavior*, 21(5), 547-562.
  12. Finkelstien, M. A. (2009). Intrinsic vs. extrinsic motivational orientations and the volunteer process. *Personality and Individual Differences*, 46(5-6), 653-658.
  13. Güngör, P. (2011). The relationship between reward management system and employee performance with the mediating role of motivation: A quantitative study on global banks. *Procedia-Social and Behavioral Sciences*, 24, 1510-1520.
  14. Haq, M. A. U., Nawaz, M. A., Mahtab, N., & Cheema, A. K. H. (2012). Determinants of Wage Growth: An Empirical Analysis of Private Formal Sector in Bahawalpur Division. *Business and Economic Research*, 2(1), 15-24.
  15. Hussain, M. S., Mosa, M. M., & Omran, A. (2017). The Mediating Impact of Profitability on Capital Requirement and Risk Taking by Pakistani Banks. *Journal of Academic Research in Economics*, 9(3), 433-443.
  16. Kalay, F. (2016). The impact of organizational justice on employee performance: A survey in Turkey and Turkish context. *International Journal of Human Resource Studies*, 6(1), 1-20.
  17. Kerdpitak, C. & Jermstittiparsert, K. (2020). The Impact of Human Resource Management Practices on Competitive Advantage: Mediating Role of Employee Engagement in Thailand. *Systematic Reviews in Pharmacy*, 11(1), 443-452.
  18. Khan, M. (2012). The impact of training and motivation on performance of employees. *Business Review*, 7(2), 84-95.
  19. Lai, H.-H. (2011). The influence of compensation system design on employee satisfaction. *African Journal of Business Management*, 5(26), 10718-10725.
  20. Lee, C. H., & Bruvold, N. T. (2003). Creating value for employees: investment in employee development. *The international journal of human resource management*, 14(6), 981-1000.
  21. McLafferty, S. L. (2003). Conducting questionnaire surveys. *Key Methods in Geography*, 1(2), 87-100.
  22. Nawab, S., & Bhatti, K. K. (2011). Influence of employee compensation on organizational commitment and job satisfaction: A case study of educational sector of Pakistan. *International Journal of Business and Social Science*, 2(8), 15-34.
  23. Nawaz, M. A., Afzal, N., & Shehzadi, K. (2013). Problems of formally employed women: A case study of Bahawalnagar, Pakistan. *Asian Journal of Empirical Research*, 3(10), 1291-1299.
  24. Nawaz, M. A., Azam, M. A., & Bhatti, M. A. (2019). Are Natural Resources, Mineral and Energy Depletions Damaging Economic Growth? Evidence from ASEAN Countries. *Pakistan Journal of Economic Studies*, 2(2), 15-28.
  25. Njoroge, S. W., & Kwasira, J. (2015). Influence of compensation and reward on performance of employees at Nakuru County Government. *Journal of Business and Management*, 17(11), 87-93.
  26. Peretomode, V. F. (1991). *Educational administration: Applied concepts and theoretical perspectives for students and practitioners*. Joja Educational Research and Publishers.
  27. Qureshi, M. T., Ramay, I. M., & Marwat, Z. (2006). Impact of human resource management practices on organizational performance in Pakistan. *Muhammad Ali Jinnah University Islamabad*, 1(3), 45-67.
  28. Saengchai, S., Joemsittiprasert, W., & Jermstittiparsert, K. (2020). Human Resource Development and Success of Engineering Procurement Construction Project: What Role Engineering Education and Human Resource Competency Can Play?. *Test Engineering and Management*, 82, 3476-3487.
  29. Schmidt, S. W. (2007). The relationship between satisfaction with workplace training and overall job satisfaction. *Human Resource Development Quarterly*, 18(4), 481-498.
  30. Sels, L., De Winne, S., Maes, J., Delmotte, J., Faems, D., & Forrier, A. (2006). Unravelling the HRM-Performance link: Value-creating and cost-increasing effects of small business HRM. *Journal of Management Studies*, 43(2), 319-342.
  31. Shahzad, K., Bashir, S., & Ramay, M. I. (2008). Impact of HR practices on perceived performance of university teachers in Pakistan. *International Review of Business Research Papers*, 4(2), 302-315.

32. Singh, A. (2017). Waterlogging and salinity management for sustainable irrigated agriculture. II: Engineering measures and biodrainage. *Journal of Irrigation and Drainage Engineering*, 143(9), 110-125.
33. Singh, K. (2004). Impact of HR practices on perceived firm performance in India. *Asia Pacific Journal of Human Resources*, 42(3), 301-317.
34. Siriattakul, P., Sawasdee, A., Kalawong, S., & Jermstittiparsert, K. (2019). The Role of Human Resource Policy Implementation in Determent the Organizational Commitment in the Manufacturing Industry of Indonesia. *International Journal of Psychosocial Rehabilitation*, 23(4), 793-807.
35. Solkhe, A., & Chaudhary, N. (2011). HRD climate and job satisfaction: An empirical investigation. *International Journal of Computing and Business Research*, 2(2), 1-20.
36. Teclmichael Tessema, M., & Soeters, J. L. (2006). Challenges and prospects of HRM in developing countries: testing the HRM-performance link in the Eritrean civil service. *The international journal of human resource management*, 17(1), 86-105.
37. Wardoyo, D. T. W. (2016). The Influence of the Discipline and Compensation against Work Productivity (Study on the Security Services Company, PT Garuda Milky Artha Surabaya). *International Journal of Business and Management*, 11(1), 64-75.
38. Whawo, D. D. (2015). Identifiable corrupt practices among staff and students of secondary schools in Delta State of Nigeria. *International Journal of Secondary Education*, 3(5), 50-54.
39. Wright, P. M., Gardner, T. M., & Moynihan, L. M. (2003). The impact of HR practices on the performance of business units. *Human Resource Management Journal*, 13(3), 21-36.
40. Zainalipour, H., Fini, A. A. S., & Mirkamali, S. M. (2010). A study of relationship between organizational justice and job satisfaction among teachers in Bandar Abbas middle school. *Procedia-Social and Behavioral Sciences*, 5, 1986-1990.