

OPERATION MANAGEMENT



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**Assignment
Final Term Assignment**

**Submitted to
Sir Zeeshan Ibrahim Khattak**

**Date
30th Jun 2020**

**DEPARTMENT OF BUSINESS ADMINISTRATION
IQRA NATIONAL UNIVERSITY
Session: 2017-2020**

Assignment

Instructor Zeeshan Ibrahim

All the students are directed to do the following assignment and upload it on SIC till June 30 2020.

- Download two research paper of your choice and rephrase it into your own words only 18% of plagiarism is allowed. Each one of you have to upload original as well as rephrase paper both.
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Best of luck

Assignment No 1
Original

The Effect of Human Resource Management Practices on Corporate Performance: A Study of Graphic Communications Group Limited

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Abstract

In developing economies such as Ghana, the influence of governments in state-owned entities renders many human resource management best practice principles ineffectual. Graphic Communications Group Limited (GCGL) is a state-owned entity. Its human resource practices can be crucial to its performance. The purpose of this study therefore was to assess whether GCGL's human resource management practices, particularly recruitment and selection, performance appraisal, remuneration, and training and development practices influence its performance. Simple random sampling was used to select one hundred employees from GCGL. T-tests were carried out to examine the relationship between the selected HR practices and corporate performance. The results revealed that, from the perceptions of the respondents, there exists a positive relationship between effective recruitment and selection practices, effective performance appraisal practices and GCGL's corporate performance. The research did not gather sufficient evidence to conclude on how remuneration, training and development practices influence GCGL's performance. The study recommends that the management of GCGL continues to ensure that the company's HR policy, effective recruitment and selection practices, as well as effective performance appraisal practices are upheld.

Keywords: Human Resource Management, Performance, Best Practices

1. Introduction

Increasing productivity in the public sector to match the levels of the private sector has been the call of the Public Services Commission in Ghana. According to Michie & Oughton (2003), research suggests that closing the productivity gap between the private and public sectors will require increased investment in research and development, capital and people, improved education and training, and a modernised productive infrastructure. In a bid to improving productivity, Michie & Oughton (2003) further suggest that there should be a continuous improvement in management practice, corporate governance and organisational design. Guest, Michie, Conway & Sheenan (2003) also point out that a major challenge for modern organisations is the urge for increasing productivity and achieving a competitive advantage.

To achieve competitive advantage, Bohlander, Snell & Sherman (2001) argue that while people have always been central to organisations, they have now taken on an even more central role in building a firm's competitive advantage. They reiterate the fact that success increasingly depends on the organisation's people-embodied know-how, which includes the knowledge, skills and abilities embedded in an organisation's employees. In the view of Schuler and Macmillan (1984), organisations best able to meet this challenge are those that can acquire and utilise valuable and scarce resources. Human resources fall into this category of resources, particularly if they are effectively deployed through appropriate human resource practices. One of the key tasks for an organisation, therefore, is the effective management of human resource. Research in Human Resource Management (HRM) has established that the success of any organisation is highly influenced by the calibre of its human resource (HR), which in turn, is affected by the organisation's human resource management practices.

The Graphic Communications Group Ltd (GCGL) is a state-owned media organisation, which is not on government subvention. Thus, it is required to generate its own funds, operate profitably and be able to pay at least 30% of profit as dividend to government annually. In the year 2003, the company underwent a corporate restructuring. Prior to this time, the company was barely breaking even and its ability to attract and retain skilled employees was limited. The HR department, which was headed by a non-HR professional, was also restructured with the recruiting of HR

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Published by Canadian Center of Science and Education 267

professionals into the department. The HR department was then tasked with reviewing the company's HR practices and recommending policy changes, where necessary. As part of the review, training programmes were organised for all categories of staff. Employees who lacked basic skills and qualifications and could not be retrained were laid off, whilst a rigorous recruitment process was instituted to attract skilled personnel for the various departments. After 2003, the company's profit began growing and has continued ever since. Accordingly, it has paid annual dividends to government. This is in contrast to other state-owned media companies, which are struggling to break even. Since the restructuring, no research has been carried out to ascertain the effect of human resource management practices on the company's performance. The study therefore seeks to examine how the human resource management practices at GCGL have impacted on its performance.

2. Research Framework

Armstrong (2006) observes that the assumption underpinning the practice of HRM is that people are the organisation's key resource and organisational performance largely depends on them. Therefore, if an appropriate range of HR policies and processes are developed and implemented effectively, then HR will make a substantial impact on firm performance. Guest, Michie, Conway & Sheenan (2003) also argue that the case for an association between human resource management and performance is based on two arguments. The first one being that the effective deployment of human resources offers one of the most powerful bases of competitive advantage. The second argument is that effective deployment of human resources depends on the application of a distinctive combination of practices, or the use of a consistent set of human resource practices. Additionally, Guest et al stress that there is a plausible case that human resource management will be more effective if it fits the business strategy of the firm.

Again, according to Collins & Druten (2003) researchers have produced compelling evidence for the causal link between how people are managed and organisational performance. They argue that the effectiveness of human resource practices, particularly employee selection procedures, performance appraisals, rewards and benefits management, and employee training and development (the matching model of HRM) often have a direct bearing on organisational productivity and performance. Contributing to this assertion, Schuler and Macmillan (1984) present that, the result of effectively managing human resources is an enhanced ability to attract and retain qualified employees who are motivated to perform. To them, the benefits of having the right employees motivated to perform include greater profitability, low employee turnover, high product quality, lower production costs, and more rapid acceptance and implementation of corporate strategy. These invariably lead to higher productivity.

2.1 Employee Recruitment and Selection and Corporate Performance

Recruitment and selection involve getting the best applicant for a job. Huselid (1995) notes that recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime, will have a substantial influence over the quality and type of skills new employees possess. Mullins (1999) also points out that the important thing is for some suitable plan to be used; and that the plan is appropriate to the essential or desired characteristics of the candidate. It is also necessary to comply with all legal requirements relating to employment and equal opportunities, to follow recommended codes of practice and to ensure justice and fair treatment for all applicants. Bohlander, Snell & Sherman (2001) indicate that it is important for managers to understand the objectives, policies and practices used for selection. In that way, they can be highly involved in the process from the very beginning. Those responsible for making selection decisions should have adequate information upon which to base their decisions. Robbins (1991) further observes that an organisation's human resource policies and practices represent important forces for shaping employee behaviour and attitudes. The selection practices will determine who is hired. If properly designed, it will identify competent candidates and accurately match them to the job. The use of the proper selection device will increase the probability that the right person will be chosen to fill a slot. When the best people are selected for the job, productivity increases. Thus the first hypothesis states that:

H1: Effective recruitment and selection practices have a positive effect on corporate performance.

2.2 Performance Appraisal and Corporate Performance

The process of performance management, according to Mullins (1999), involves a continuous judgement on the behaviour and performance of staff. It is important that employees know exactly what is expected of them, and the yardstick by which their performance and results will be measured. A formalised and systematic appraisal scheme will enable a regular assessment of the individual's performance, highlight potential and identify training and development needs. Most importantly, an effective appraisal scheme can improve the future performance of staff. The appraisal scheme can also form the basis for a review of financial rewards and planned career progression.

www.ccsenet.org/ibr International Business Research Vol. 4, No. 1; January 2011

268 ISSN 1913-9004 E-ISSN 1913-9012

Bohlander et al (2001) suggest the following steps in conducting a performance appraisal: scheduling, preparing for

the review and conducting the review. Scheduling the review involves notifying the employee ten days or two weeks in advance; asking the employee to prepare for the session by reviewing his or her performance, job objectives and development goals; and clearly stating that this will be the formal annual performance appraisal. Preparing for the review entails reviewing the performance documentation collected throughout the year while concentrating on work patterns that have developed; being prepared to give specific examples of above or below average performance; when performance falls short of expectations, determining what changes need to be made. If performance meets or exceeds expectations, discussing this and planning how to reinforce it; after the appraisal is written, setting it aside for a few days and then reviewing it again; and following whatever steps are required by the organisation's performance appraisal system.

According to Waal (2007), there is a clear and strong relation between organisational performance and the attention given to performance management and employee appraisal. The chances of actually achieving the objectives of the organisation are considerably improved when all management levels are in line with each other. In addition, this ensures that all organisation members know what is important for the organisation and what is expected from them. Everybody works under the same clear-structured regime. Waal further points out that, since the assessment and reward criteria are related to the strategic objectives of the organisation, it means that these human resource tools directly support the achievement of the organisational strategy. Therefore, the second hypothesis of this study is:

H2: Effective performance appraisal has a positive effect on corporate performance.

2.3 Employee Rewards and Benefits Management and Corporate Performance

Reward and benefits management, according to Armstrong (2006), is concerned with the formulation and implementation of strategies and policies, the purposes of which are to reward people fairly, equitably and consistently in accordance with their value to the organisation and thus help the organisation to achieve its strategic goals. It deals with systems (reward processes, practices and procedures) that aim to meet the needs of both the organisation and its stakeholders. Armstrong further presents that the philosophy of reward management recognises that if human resource management is about investing in human capital from which a reasonable return is required, then it is proper to reward people differently, according to their contribution (i.e. the return on investment they generate). Additionally, the philosophy of reward management also recognises that it must be strategic in the sense that it addresses longer-term issues relating to how people should be valued for what they do and what they achieve. Reward strategies and the processes that are required to implement them have to flow from the business strategies. Therefore, rewarding will be affected by the business and the human resource strategies of the organisation, the significance attached to reward matters by top management, and the internal and external environment of the organisation. Armstrong (2006) further explains that the external environment includes the levels of pay in the labour market and submits that a reward system should consist of policies that provide guidelines on approaches to managing rewards; practices that provide financial and non financial rewards, and processes concerned with evaluating the relative size of jobs (job evaluation) and assessing individual performance (performance management). A reward system should also consist of procedures operated in order to maintain the system so as to ensure that it operates efficiently and flexibly, and provides value for money. The reward strategy should set out what the organisation intends to do in the longer term to develop and implement reward policies, practices and processes that will further the achievement of its business goals.

Waal (2007) suggests that, an employee's ability to see the connection between his or her work and the organisation's strategic objective is a driver of positive behaviour. This clarity is achieved by formulating and using personal objectives derived from strategy. Furthermore, uncertainty about the assessment criteria used for review and reward purposes also diminishes because employees know beforehand which criteria will be used. The identification of functional objectives and competencies helps improve the quality of the development of function descriptions and competency profiles. This will eventually result in better qualified and skilled personnel in the right positions. Finally, Waal is of the opinion that the implementation of personal objectives, personal targets and clear assessment criteria linked with a flexible reward structure, can lead to a positive cultural change. The commitment of employees to achieve the objectives of the organisation increases. Standards of what is good and what is wrong also become clear and consistent with each other. These ultimately lead to greater productivity and improved performance. Following from this, the third hypothesis of the study is that:

H3: Effective rewards and benefits management has a positive effect on corporate performance.

2.4 Training and Development and Corporate Performance

Training, according to Armstrong (2006) "is the use of systematic and planned instruction activities to promote learning" (p. 575). It involves the use of formal processes to impart knowledge and help people acquire the skills necessary for them to perform their jobs satisfactorily. The focus of training is on practical skills and is concerned

with applying and implementing techniques and processes. Therefore, training is investing in people to enable them to perform well and empower them to make the best use of their natural abilities. The objectives of training, as identified by Armstrong are to develop the skills and competences of employees to improve their performance; to help people grow within the organisation in order for the organisation to meet its future human resource needs; to reduce the learning time for employees on appointment, transfer or promotion, and ensure that they become fully competent.

Development, according to Noe, Hollenbeck, Gerhart & Wright (2004), means learning that is not necessarily related to the employee's current job. Instead, development prepares employees for other positions in the organisation and increases their ability to move into jobs that may not yet exist. Development may also help employees prepare for changes in their current jobs, such as changes resulting from new technology, work designs or customers. Development therefore is about preparing for change in the form of new jobs, new responsibilities, or new requirements. Noe et al further reiterate that employee development is a necessary effort of a company to improve quality and to meet the challenges of global competition and social change.

Lundy et al (2004) also observe that there is no all-embracing concept that brings together the processes of education, learning, training and development. However, it must be clear that they are inextricably linked. They share many common principles, e.g., learning theories, assessment and evaluation, and design of programmes, and so there is the need for synthesis. Lundy et al further reiterate that each individual matures over a lifetime and that development is the process, which can enable employees to reach a personal full potential. Development is therefore,

for the most part, long term in focus. Education contributes to each individual's development by facilitating the attainment of mental powers, character and socialisation, as well as specific knowledge and skills.

Huselid (1995) also notes that providing formal and informal training experiences, such as basic skills training, on-the-job experience, coaching, mentoring and management development can further influence employees' development and hence, their performance. Training, when well done, will reflect in productivity, that is, productivity will increase, there will be reduction in accidents on the job and in the end profits of the organisation would be maximized; the ultimate goal of every employer. Dessler (2003) also sums up how training and development influences corporate performance by arguing that developing human capital through continuing training may increase the productive output from each employee either through improvement in skill level or through improvement in morale and job satisfaction. Consequently, the fourth hypothesis of this study is that:

H4: Training and development have a positive effect on corporate performance.

3. Methodology

The most common method of generating primary data is through survey (Zikmund 1999). He defines a survey as a research technique in which information is gathered from a sample of people through a questionnaire. Thus, because of the need to generate primary data to achieve the objectives of this study, survey research was adopted.

In addition, this study adopted the case study method. Kumekpor (2002) observes that case studies provide precedence as well as a source of reference for future cases. It also helps track the root cause of an issue or problem to a number of, hitherto, unsuspected factors and may result in probing into real meanings of phenomenon likely to be otherwise overlooked. Case studies also help in developing analytical and problem solving skills and allows for further exploration of solutions for complex issues. The method is also useful for research, especially in cases where the subject matter is of a unique nature rather than the normal or expected conditions. Because of the usefulness of the case study method, as enumerated above, the uniqueness of the circumstances of GCGL, and the fact that there is no clear single set of outcome on how specific HR practices impact on performance, the case study method of data collection was used for this study.

3.1 Population and Sample

The target population was the permanent workers of GCGL who number four hundred and sixty, and approximately three hundred of which are at the corporate Head office, which also houses the production plant. Simple random sampling was used to select 100 head office employees, made up of junior and senior staff. This was because given the circumstances, mainly time constraints and employees' willingness to answer the questionnaire; it was the only practical way of gathering the needed data for the research.

3.2 Data Collection

In gathering data, self-administered questionnaires were used to gather information from the employees. The rationale for using self administered questionnaires was to allow the respondents to answer at their own pace without taking them away from their work. In answering the questionnaire, the respondents were asked to indicate their responses to the questions on a five point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

The respondents had to indicate whether they strongly disagree, disagree, are neutral, agree or strongly agree to the question posed. The questionnaire was in seven segments. Segment A captured information about the respondents such as information regarding their department, whether they are junior, senior or management staff, their age, and length of service with the company. Segment B captured information on the company's recruitment and selection practices while segment C was on performance appraisal. Segment D tackled questions on the remuneration while segment E concentrated on training and development issues. Segments F and G were on human resource management practices and corporate performance issues respectively.

4. Results and Discussions

The study adopted the quantitative technique using the SPSS package in the analysis of information collected. The analysis involved the use of percentages and t-test to generate insights, make inferences and draw conclusions about the relationship that exists between HR practices and corporate performance.

4.1 Preliminary Analysis

Analyses of the demographic characteristics of respondents indicate that, 29% of them were females while 71% were males. Even though the sex of the respondents was skewed toward males, this imbalance is representative of the company's workforce as in Ghana, the majority of organizations are dominated by men, particularly when it includes a manufacturing plant. Moreover, 12% of the respondents are in the Audit department while 21% are in the Marketing department. 23% of respondents are employed in the Newspaper department, 16% and 18% in the Finance and Technical department respectively while 10% are employed in the HR department. Furthermore, 43% of the respondents fall within the age of 26 years to 35 years, while 33% are within the ages of 36 years to 45 years. Moreover, 41% had been employed for 5 years or less while 24% had worked with the company for between 6 to 10 years. The results indicate the youthfulness of workforce of the GCGL. This is expected considering the fact that the GCGL has undergone restructuring in 2003.

4.2 Hypothesis Testing

The t test was used to test the hypotheses between the human resource management practices and corporate performance. The results are depicted in Table 1.

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The first hypothesis tested the effect of recruitment and selection practices on corporate performance. The t-test gives a positive figure of 8.252. In addition, the probability value (p-value) of the relationship between recruitment and corporate performance is 0.000. This value is substantially smaller than the specified alpha value of 0.05. Thus, the test of the hypothesis confirms that effective recruitment and selection practices have a positive effect on GCGL's corporate performance. This positive significant relationship means that GCGL should always ensure that the best candidate is recruited whenever vacancies arise, thus minimising employee ineffectiveness and its associated costs.

In testing the effect of performance appraisal practices on corporate performance, the t-test yields 7.790 and the probability value (p-value) of the relationship between performance appraisal and corporate performance is 0.000. Because the t-test is positive and the p-value is 0.000, lower than the level of significance, it shows that that effective performance appraisal practices have a positive effect on GCGL's corporate performance. The results may be that employees of GCGL are satisfied with the performance appraisal system and therefore will always strive to bring out the best in terms of their contribution to financial performance.

The t-test for the third hypothesis yields a result of -1.042 and a p-value of 0.300 which is greater than the alpha value of 0.05. This suggests that it cannot be concluded that effective reward and benefits management has a positive effect on corporate performance. In effect, the research did not observe evidence to support the hypothesis that effective reward and benefits management practices have a positive effect on GCGL's corporate performance. As the review of the literature showed, research has established that although the value of a company's human resource assets may not show up directly on its balance sheet, it nevertheless, has tremendous impact on an organisation's performance. These findings attest to the view expressed by Stup et al (2005) that the relationships between firm level performance and HRM are complex and not always positive and also in public organisations remunerations are usually not commensurate with output.

The fourth hypothesis examined the effect of training and development on corporate performance. The t-test yields a result of -0.650 and a p-value of 0.517. This suggests that it cannot be concluded that effective training and development practices have a positive effect on corporate performance. In effect, the research did not observe evidence to support the hypothesis that effective training and development practices have a positive effect on GCGL's corporate performance. This may be because GCGL is a public organisation and therefore although workers go through training and development programmes they are not motivated to apply what they have learnt as promotion is may also be based on long service not on output.

5. Conclusions and Recommendations

In sum, GCGL's financial performance could be explained by its effective recruitment and selection practices and performance appraisal practices. As the review of the literature showed, research has established that although the value of a company's human resource assets may not show up directly on its balance sheet, it nevertheless, has tremendous impact on an organisation's performance. However, there was insufficient evidence to show that GCGL's remuneration practices as well as its training and development practices contribute positively towards its corporate performance, as perceived by the respondents.

Based on the findings of this research, it is recommended that the management of GCGL continues to ensure that the HR policy, which is a result of the corporate strategy to use human resource, among others, to achieve outstanding performance every year, is upheld. In addition, copies of the HR policy should be made available to all employees to ensure widespread dissemination and application of the policies. Management should continue to ensure that the recruitment and selection process is, and seen to be fair. There should be measures that will ensure that all recruitment and selection practices adhere to the standards and policies of the company since effective recruitment and selection practices will ensure positive financial returns for the company, either through ensuring effectiveness on the part of employees, or minimisation of costs associated with training and retraining of employees.

The management of GCGL should also ensure that performance appraisal is taken seriously and policy standards rigorously adhered to because this study has established that there is a clear and strong relation between its performance and the attention given to performance management and employee appraisal. Management must also ensure that training and development programmes are relevant for current and future employee performance on the job. Training and development programmes must therefore be strategically planned. Further, management must ensure that there is a fair balance between financial and non-financial rewards when designing, reviewing and implementing a reward strategy.

6. Limitations and Directions for Future Research

This research is subject to the usual limitations of survey research. First, the research focused on a single organisation and only four human resource management practices. Secondly the respondents were only based at the head office and not the other regions where the firm has branches. Finally, the research did not gather enough evidence to conclude on the effect of some HRM practices on corporate performance. Thus, future research could also be replicated to other sectors, including a comparison between the private and public sector. In addition, the research framework and hypothesis developed for this study could be expanded to include the influence of other HR practices and environmental factors on corporate performance.

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Table 1. Effects of Human Resource Management Practices on Corporate Performance

Human resource practices	Mean	Standard deviation	Standard error of mean	t value	p value (two tailed)
Recruitment and selection and corporate performance	5.330	6.459	0.646	8.252	0.000
Performance appraisal and corporate performance	4.560	5.854	0.585	7.790	0.000
Rewards and benefits and corporate performance	-0.620	5.952	0.595	1.042	0.300
Training and development and corporate performance	-0.410	6.310	0.631	-0.65	0.517

Assignment No 1

Rephrase

Introduction

Rising productivity in the public sector has become a public call to match the level of the private sector. Service Commission in Ghana. According to Mashi & Ohton (2003), research shows that this is closure. The gap in productivity between the private and public sectors will require further investment in research Development, capital and people, increase in education and training, and modern productive infrastructure. The proposal to increase productivity, Machi & Ogton (2003) further suggests that something sustainable should be Improvements in management practices, corporate governance and organizational design. Guest, Mashi, Kanway and Shannon (2003) also shows that the main challenge for modern organizations is the drive to increase productivity And gain a competitive advantage. To gain a competitive advantage, Bohlander, Steele & Sherman (2001) argue that whenever people live forever Central to organizations, they have now played a more central role in shaping the company's competitiveness He reiterated the fact that success depends on the organization on which people are embodied Knowledge, which includes the knowledge, skills and qualifications embedded in the employees of the organization. In sight Schiller and Macmillan (1984), organizations that are best suited to meet these challenges are those that can and do benefit. Valuable and scarce resources fall into this category of human resources, especially if they are Deployed effectively through appropriate human resource methods. An important task for an organization, Therefore, it is an effective management of human resources. Researched in Human Resource Management (HR) It has been stated that the success of an organization is greatly affected by its human resource (HR) capacity. As a result, the organization's human resource management practices are affected. Graphic Communications Group Limited (GCGL) is a state-owned media organization, not in the hands of the government. Subsidies. Similarly, he needs to create his own funds, run them profitably and pay at least 30% profit. To the government as an annual profit. In 2003, the company reorganized corporate. Before Over time, the company barely breaks down and the ability to attract and retain skilled employees is limited. They The HR department, headed by a non-HR professional, was also reorganized. The HR department is then assigned to review the company's HR practices And if necessary, recommend a change in policy. As part of the review, a training program was organized for All types of staff. Employees who lack basic skills and abilities and cannot be retrained, A rigorous recruitment process was launched to attract skilled personnel in various departments. After 2003, the company's profits began to grow and have continued to do so ever since. Accordingly, it has made annual payments Profits to the government This is different from other state-owned media companies, which struggle to relax Even since the restructuring, no research has been done to find out the impact of human resource management. Practice on company performance. So how does this study try to test human resources? GCGL has an impact on management practices.

2 Research Framework

Armstrong (2006) observed that the basic premise of HRM is that humans are human. The central resources and the organization's performance depend heavily on them. Therefore, if appropriate Human resource policies and practices are effectively developed and implemented, so HR will prove to be substantial. Affects company performance. Guest, Mashi, Conway and Shannon (2003) also argued that the matter of association There are two arguments between human resource management and efficiency. The first is this Efficient distribution of human resources offers one of the most powerful bases for competitive advantage. They The second argument is that the efficient distribution of human resources depends on specific use A combination of methods, or the use of a permanent set of human resource

methods. In addition, guests and stressed It is reasonable to assume that human resource management will be more efficient if it is in line with PT's business strategy. Company Again, according to Collins and Drotin (2003), researchers have presented strong evidence for a mutually beneficial relationship. Between how people are organized and organizational performance. He says that human influence Resource procedures, especially employee selection procedures, performance appraisals, rewards and benefits Management, and employee training and development (HRM matching model) have a direct impact Organizational productivity and performance. Collaborating on this statement, Schuler and Macmillan (1984) participated This, in turn, enhances the ability to attract and retain competencies as a result of efficient handling of human resources. Encourage employees to. They are encouraged to reap the benefits of having the right employees More profitable, lower employment business, higher product quality, lower production cost and faster Acceptance and implementation of company strategy. This always leads to higher productivity.

2.1 Employee recruitment and selection and company performance

Recruitment and selection involves finding the best applicants for the job. Huselid (1995) notes that recruitment There is a mechanism to provide a large pool of eligible applicants paired with a viable and selectable electoral system. They have a huge impact on the skills and quality of new employees. Mullens (1999) also shows Explain that what is important is a project that is suitable for use. And that the plan is mandatory or compliant The required characteristics of the candidates must also comply with all the legal requirements related to it Employment opportunities and equal opportunities, follow the proposed rules and ensure fairness and equity Take care of all applicants. Bohlander, Steel & Sherman (2001) suggest that it is important for managers to do so Understand the objectives, policies, and procedures used for selection. That way, they can be very involved Process from the beginning. There must be enough of those responsible for making election decisions the information on which to base their decisions. Robbins (1991) further observed that human beings are organizations Resource policies and practices are an important force in shaping employee behavior and attitudes. They Selection Procedures will determine who is hired. Properly covered, it will withstand a great deal of adverse conditions Match it correctly to make it work. Using the right selection device will increase the chances The person will be selected to fill the slot. When the best people are selected for the job, productivity increases. Such The first assumption states that:

H1: Effective recruitment and selection process has a positive effect on the performance of the company.

2.2 Performance appraisal and company performance

According to Milnez (1999), the process of performance management involves continuous evaluation Staff behavior and performance. It is important that employees know exactly what is expected of them, and Standards where performance and results will be measured. Formal and systematic diagnostic schemes Periodic reviews of individual performance, highlighting abilities and identifying training and Development Requirements Most importantly, an effective diagnostic scheme can improve staff performance in the future. Diagnostic schemes can also form the basis of financial rewards and planning career development reviews. Bohlander et al (2001) suggest the following steps to evaluate performance: scheduling, preparation Review and Conducting a Review The review schedule includes giving the employee ten days or two weeks First Ask employees to review their performance, work objectives, and prepare for the session Development Goals and it is clearly stated that this will be a regular review of the

annual performance. Prepare the review also includes a review of performance documents throughout the year while focusing on the work the sample is ready. Developed to provide specific examples of above or below average performance. When performance doesn't meet expectations, determine if changes need to be made. If performance meets or Exceed expectations, discuss and plan to consolidate. After writing the assessment, set it aside Check back in a few days and then; And follow the steps the organization needs to take Performance appraisal system. According to Wall (2007), there is a clear and strong relationship between organizational performance and focus Employee performance management and evaluation was given. Opportunities to truly reach the goal Organizations thrive when all levels of management are aligned. Also, this Make sure all members of the organization know what is important to the organization and what is expected of them. Everyone works under the same government. Wall shows more, since the diagnosis and The criteria for the award are related to the strategic objectives of the organization, ie these human resource tools Directly supports the achievement of organizational strategies. Therefore, the second hypothesis of this study is:

H2: Effective performance appraisal has a positive effect on a company's performance.

2.3 Employee benefits and benefits management and company performance

According to Armstrong (2006), the management of rewards and benefits is related to shaping and Implement strategies and policies aimed at giving people a fair, equitable and fair pay Match the organization consistently with its value and thus help the organization achieve its strategy the aim. It relates to systems (award processes, procedures and procedures) that meet the needs of both. The organization and its stakeholders. Armstrong goes on to say that he recognizes the philosophy of prize management That if human resource management is about investing in human capital where a reasonable return is required, Then it is appropriate to respect people differently according to their contribution (ie return on their investment). Create). In addition, the gift management philosophy recognizes that it must be strategic in a sense. That long-term issues have been resolved that people should appreciate what they have done and what they have achieved. The rewards strategy and the action required to implement it must flow from the business strategy. Therefore, the rewards will be influenced by the organization's business and human resources strategy The importance associated with matters of respect through senior management, and the internal and external environment Organization. Armstrong (2006) further explains that the external environment includes the level of payment The labor market and states that the payroll system should include policies that provide guidance for access. Gift management; Procedures that provide financial and non-financial rewards, and related processes Evaluate the relevant work size (job evaluation) and individual performance (performance) Management). The reward system should also include procedures that are used to maintain the order system Make sure it works efficiently and flexibly, and provides value for money. Rewards strategy should be formulated What does the organization want to do in the long run to develop and implement policies, practices and rewards? An action that will further the pursuit of your business goals. Wall (2007) states that, looking at the relationship between employees' ability and work The strategic goals of the organization are a catalyst for positive behavior. This explanation is obtained by formatting and using Personal goals come from strategy. In addition, uncertainty about diagnostic criteria was assessed And rewards targets have been lowered because employees know in advance what criteria will be used. According to Holenbeck, Gehart & Wright (2004), progress means uncertain learning. Instead of promoting the current employee's work, the promotion prepares employees for other positions Improving their ability to move into organizations and jobs that

may not yet exist. Development can also help Employees prepare for changes in their current job, such as new technology, changes in job design. Or customer. So growth is about preparing for new jobs, new responsibilities, or changes in form New Requirements Ninety Eight further confirms that employee development is an effort that companies need to make Improve quality and meet the challenges of global competition and social change. Landi et al (2004) also observed that there is no concept of embracing everything that unites this process. Education, learning, training and development. However, it is important to be clear that they have a deep connection. They Share many general principles, such as learning theory, assessment and evaluation, and program design, and Hence the need for synthesis. "Every person becomes an adult for a lifetime, and he," Landi et al Development is a process that allows employees to access their full personal potential. Therefore development, For the most part, a long-term focus. Education facilitates the development of every individual Acquiring mental strength, character and access, as well as specialized knowledge and skills. Halliday (1995) also notes that formal and informal training experience, such as basic skills training, Experience in the workplace, coaching, mentoring, and consequently managerial development can affect employees Development and, therefore, their performance. Training, when done well, will reflect productivity, ie, Productivity will increase, workplace accidents and ultimately organizational profits will decrease Will be maximized; The ultimate goal of every employer. Dessler (2003) also summarizes how training and Growth affects the performance of the company by stating that human resource development through sustainability Training can improve the outcome of each employee, either by increasing the level of skill or By increasing morale and job satisfaction. Consequently, the fourth hypothesis of this study is: H4: Training and development have a positive effect on a company's performance.

3. Methodology

The most common way to generate primary data is through surveys (Zik Mammond 1999). He explained the survey A research technique that collects information from people's samples through question marks. So, because of that Survey research was adopted from the need to prepare basic data to achieve the objectives of this study. In addition, a case study method has been adopted in this study. Kamekpur (2002) observes that case studies provide Preferred source of reference for future affairs. It also helps to identify the root cause of the problem or anxiety A number of, so far, can find the true meaning of the unexpected factors and the resulting phenomena If not ignored. Case studies also help and possibly improve analytical and problem-solving skills finding more solutions to complex problems. This method is also useful for research, especially in cases where the subject matter is unique in general or anticipated terms. Because of its usefulness The case study method, as described above, is unique to GCGL, and the fact that it exists There is no clear set of results on how performance on HR affects data case study methods. The combination was used for this study.

3.1 Population and sample

The target population is GCGL permanent workers numbering around 460 and above Three hundred of them are located in the company's headquarters, which also has a production plant. Simple random Sampling was used to select 100 head office employees, including junior and senior staff. This is because it is given Circumstances, especially time constraints and the employee's willingness to answer the questionnaire; It's the only one Practical ways to collect data needed for research.

3.2 Data Collection

In data collection, self-administered questionnaires are used to gather information from employees. They The reason for using self-administered questionnaires is that respondents are given answers at their own pace Without stopping them from doing their job. In response to the questionnaire, respondents were asked to show up Their answers to five-point lacquer scale questions, ranging from 1 (strongly agree) to 5 (strongly agree). Respondents must indicate whether they strongly disagree, disagree, are neutral, agree or disagree Asked a question the questionnaire is in seven classes. Category of information obtained about the defendant Such as information about their department, whether it is junior, senior or administrative staff, their age and Length of service with the company. Class B Company receives information about recruitment and selection Exercise while class C performance is under scrutiny. Class D temporarily answers the question of compensation The e-class focuses on training and development issues. Classes F and G are in human resources Individual matters of management practices and company performance. Results. Results and discussion

4. Results and Discussions

This study adopts quantitative techniques using the SPSS package in the analysis of the collected information. They Analysis involves the use of percentages and T-tests to generate insights, draw conclusions, and draw conclusions. The relationship that exists between HR practices and company performance.

4.1 Preliminary analysis

An analysis of the demographic characteristics of the respondents revealed that 29% of them were women and 71% were women. There is a man, although the gender of the respondents tends towards men, but this imbalance is representative. The manpower of companies like Ghana is dominated by men in most organizations, especially at this time. Including factory. In addition, 12% of respondents were in the audit department while 21% were in it. Marketing Department 23% of the respondents were employed in the Holy Quran Department, 16% and 18% of them. The Ministry of Finance and Technical Affairs each has 10 employees in the HR department. Furthermore, 43% Respondents fall between the ages of 26 and 35, while 33 % 36 to 45 years. In addition, 41% have been employed for 5 years or less, while 24% have worked with companies for 6 to 10 years. Year results show the youth of the GCGL workforce. This is expected in view of this fact GCGL was reorganized in 2003.

4.2 Hypothesis testing

T-tests were used to test hypotheses between human resource management practices and companies.

Performance. The results are described in Table 1. Set the table here The first speculation examines the impact of recruitment and selection methods on a company's performance. T test A positive number of 8,252. In addition, the potential value of the relationship between recruiters (P value) And the company's performance is 1,000. This value is much smaller than the default alpha value of 0.05. You, The hypothesis test confirms that it has a positive effect on the effective recruitment and selection process GCGL Company Performance. This positive key relationship means that GCGL must always make sure The best candidates are recruited whenever vacancies appear, thus reducing employee unemployment.

Related expenses, To test the effect of performance testing methods on the company's performance, the T test yields 7,790 and The potential value (p value) of the relationship between performance appraisal and company performance is 0.000. Because the T test is positive and the P value is 0.000, which is below the significance level Effective performance testing methods have a positive effect on GCGL corporate performance. The result is possible That GCGL employees are satisfied with the performance testing system and will always strive for it Do your best to contribute to their financial performance. For the third speculation, the result of T test is -1.042 and the p-value is 0.300 which is higher than alpha Value of 0.05. This indicates that effective management of rewards and benefits is not possible Positive impact on company performance. Consequently, this study did not observe evidence supporting the hypothesis That effective remuneration and benefit management practices have a positive impact on GCGL's corporate performance. As a review of the literature shows, research has shown that despite being valuable as a corporate person, Resource assets may not appear directly on the balance sheet, but it does have an extraordinary effect. Organizational performance. This discovery, based on the theory expressed by Stop et al (2005), proves that there is a relationship. Performance at the company level and between HRM is complex and not always positive, even in public organizations Compensation is usually not based on production.

5 Results and recommendations

In short. , GCGL's financial performance can be explained by effective recruitment and selection methods Performance review methods. As a review of the literature shows, research has established this However, the value of a company's human resources assets may not appear directly on the balance sheet extraordinary effect on organizational performance. However, there is ample evidence to show this GCGL's compensation procedures and training and development procedures contribute positively Company performance, as understood by respondents.

Based on the results of this study, it is recommended that GCGL management ensure these Human resource policies, which are the result of the company's strategy of using human resources, among others, to achieve extraordinary success Performance maintained, every year. In addition, a copy of the HR policy should be available to all employees Ensuring broader coverage and application of policies. The administration must continue to make sure Recruitment and selection process, and looks fair. There must be steps to ensure everything Recruitment and Selection Procedures Effective recruitment has followed the company's standards and policies And both selection procedures will ensure a positive financial return for the company by ensuring effectiveness Minimize costs on behalf of employees, or training and training of employees. GCGL management should also ensure that performance appraisals are taken seriously and policy standards are taken. Stick to it carefully because this research has proven that there is a clear and strong relationship between the two Focus on managing and evaluating performance and employee performance. Management is also important Ensure that training and development programs are appropriate for the performance of current and future employees Vocational training and development programs should be planned according to the strategy. Next, management is essential Make sure that when designing, reviewing and Implement the award strategy.

6. Limitations and guidelines for future research

This research is subject to the usual limitations of survey research. First, research focuses on one Only four methods of organization and human resource management. Second, defendants are based solely on

that Not the head office and other areas where the company has branches. In the end, the research did not go well enough Evidence to draw conclusions about the impact of certain HRM practices on company performance. That way, she can research the future Copies can also be made in other fields, including comparisons between the private and public sectors. Besides that, The research framework and assumptions developed for this study can be extended to include other HR effects. Factors on environmental behavior and company performance.

Assignment No 2
Original

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Peer-review under responsibility of Kaunas University of Technology, School of Economics and Business
doi: 10.1016/j.sbspro.2015.11.474

20th International Scientific Conference Economics and Management - 2015
(ICEM-2015)

HRM practices enhancing research performance

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Abstract

This paper reviews the literature on research performance with the focus on human resource management (HRM) practices. Attention is directed to specific correlates that influence high research performance at institutions of higher education. To answer the research question an extensive analysis of previous research studies is conducted. This study imparts a clarification of specific HRM practices that influence individual research productivity and lead to research excellence. HRM practices are classified into skill-enhancing, motivation-enhancing and opportunity-enhancing practices for research-oriented work. Results reflect the references of previous studies to analyse determinants of research performance in a complex and structural manner and reveal a specific set of HRM practices that enable to transform personal characteristics into performance. Institutions of higher education can use the findings effectively applying HRM practices enhancing research performance.

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Peer-review under responsibility of Kaunas University of Technology, School of Economics and Business.

Keywords: Research performance; HRM practices; Institutions of higher education; Researchers; factors.

Introduction

To enhance research excellence, institutions of higher education have to answer the following important question: How to stimulate research activity and its productivity among their researchers? This in turn necessitates effective Human Resource Management (HRM) practices that would enhance research productivity and allow to reach organizational goals. Although there are a lot of studies dedicated to HRM practices' influence on performance, there is still a lack of research analysing specific determinants of individual research performance.

The objective of the study is to identify specific HRM practices implemented by institutions of higher education (IHE) that influence individual research productivity and lead to research excellence.

Researchers in HRM analysed the relationship between HRM practices and firm performance (different focus studies): work practices and financial performance (Huselid, 1995), progressive HRM practices (those affecting employee skills, employee motivation, and the structure of work) and positive perceptual measures of organisational performance (Delaney & Huselid, 1996); psychological measures focus - correlation between work climate, HRM practices and business performance (Gelade & Ivery, 2003); relationships between top management team social networks and firm performance (Collins & Clark, 2003); industry characteristics' influence on the extent of the relationship between high-performance work systems and productivity (Datta, Guthrie & Wright, 2005); strategic HRM impact on organisational performance (Green, Wu, Whitten, & Medlin, 2006), effective HRM practices and positive relation on job performance (one university case, Tabiu & Nura, 2013).

However, there is still a lack of research dedicated to the enhancement of research productivity of academic staff, especially identifying and empirically testing specific HRM practices. It is noteworthy, that identifying factors influencing high quality research is a crucial issue, as for the past several years research productivity is the main challenge for European IHE (as well as an important part of faculty appraisal systems). It can be seen that European IHE now strive to put an emphasis on high quality research output and to find an appropriate model to be adopted to achieve the main goal of IHE – enhancement of high quality research. This in turn necessitates effective HRM practices implemented by IHE that influence individual research productivity and lead to research excellence.

This study highlights specific HRM practices that stimulate research performance at IHE.

1. HRM practices: importance in enhancing performance

Researchers state that institutions differ in their objectives in managing human resources which are based on desired employee characteristics, attitudes, and behaviours and are derived from HRM strategy and organizational goals (Arthur, 1994; Boselie, Brewster & Paauwe, 2009). HRM practices are viewed as broad HRM routines and

techniques that ensure the actual implementation of HRM policies (Kepes & Delery, 2007, cited in Bjorkman, Ehrnrooth, Makela, Smale, & Sumelius 2014, 126). Furthermore, Boselie et al. (2009) identified a lack of HRM research on multiple HRM practices at the individual employee level and multiple level research looking at the impact of HRM on employees and the aggregated effects at the organization level.

Wright, McCormack, Sherman & Mc-Mahan (1999, 552) based on previous research defined human resource practices as „the organizational activities directed at managing the pool of human capital and ensuring that the capital is employed towards the fulfilment of organizational goals“. Furthermore, Wright et al. (1999) proposed that HRM practices could be considered as means through which institutions can increase the skills of the employees and provide incentives institution’s members to contribute. In this respect knowledge, skills and abilities (KSAs) of the individual members of organizations are important determinants influencing individual and firm performance. It is also noteworthy, that Bowen & Ostroff (2004) defined the HRM process as influencing the clarity of the signals that the practices send to employees about desired behaviours, whereas Ehrnrooth & Bjorkman (2012, 1110) adopted the following extended definition: „The “HRM process” refers to the generic process qualities of HRM practices (i.e. HRM content) that impact on employee and organizational performance through their influence on employees’ understanding of performance expectations and on their ability, opportunity, and motivation to comply with these expectations“.

Previous studies in research performance area lack of papers that describe the theoretical frameworks and explain how the research subject is conceptualized and defined (Boselie, Dietz, & Boon, 2005). The aim of this study is to define HRM practices enhancing research performance that will require the selection of particular HRM practices (Boselie, Dietz, & Boon, 2005), in keeping with the theoretical framework. The theoretical framework of this research paper will be based on AMO (Ability, Motivation and Opportunity) theory proposed by Appelbaum, Bailey, Berg & Kalleberg, (2000) and developed by Boselie, Dietz & Boon (2005). The AMO theoretical framework is dominant in research on employee-level analysing HRM’s effect on performance (Boselie et al., 2005).

HRM systems have been recognized as one potential means through which organizations can stimulate effective knowledge behaviours (Chuang, Jackson, & Jiang, 2013). However, despite numerous studies analysing HRM practices influence on employee attitudes, behaviour and productivity, there has been very little research examining how HRM systems influence research output—in particular, researchers’ productivity.

2. HRM practices enhancing research-oriented work

Organization’s total HRM system typically comprises many HRM practices, but not all of those practices are likely to directly influence knowledge development (Chuang et al., 2013). To identify practices that comprise a HRM system for research enhancing activities AMO approach (Appelbaum et al., 2000) is adopted to propose that HRM systems for research-oriented work should include ability-enhancing HRM practices, motivation-enhancing HRM practices, and opportunity-enhancing HRM practices.

Paauwe & Boselie (2005, 73) reported the linkages of Appelbaum et al. (2000) AMO-model through (1) ability/skills (*eg* formal and informal training, education), (2) motivation/incentives (*eg* employment security, information sharing, internal promotion opportunities, fair payment) and (3) opportunity to participate (*eg* autonomy, team membership, communication). Analysing the particularities of research performance - more highly skilled jobs are expected to be intrinsically rewarded as opportunities to participate in substantive decisions challenge workers and require them to be creative and to use their skills and knowledge (Appelbaum et al., 2000). Previous studies on research performance identified the key individual factors enhancing research performance: inner power to conduct research (inner motivation) (Levitan & Ray, 1992; Bland, Seaquist, Pacala, Center, & Finstad, 2002; Bland, Center, Finstad, Risbay, & Staples, 2005; Fox, 1983; Creswell, 1985; Kiewra & Creswell, 2000), ability to allocate time to research (Creswell, 1985; Levitan & Ray, 1992; Bland et al., 2002, 2005; White, James, Burke, & Allen, 2012), outside communication (communication with scholars and networking through international conferences (Levitan & Ray, 1992; Teodorescu, 2000). Extrinsic motivation is approved to be less significant for productive researchers than autonomy and inner power to conduct research (Creswell, 1985). Appraisal systems are important factors but not sufficient in enhancing research performance (Harris, 2008; Herdlein, Kukemelk, & Türk, 2008).

As HRM practices serve to manage employees towards individual performance and fulfillment of organizational goals (Jiang et al., 2012), HRM practices enhancing research performance will be defined according to categories of HRM practices.

2.1. Skill-enhancing HRM practices for research-oriented work

The primary objectives (based on Chuang et al., 2013) of skill-enhancing HRM practices for research-oriented work are ensuring that individuals have and continuously improve the knowledge, skills, and abilities needed to perform research-oriented work. Skill-enhancing HRM practices are proposed to be dedicated to ensure research enhancing determinants, previously defined as important in stimulating researchers’ productivity. Considering **recruitment practices hiring freshly minted PhDs** was identified as important factor in enhancing research productivity (Smith, Fox, Park, & Lee, 2008). Additionally, Smeby & Try (2005) reported that proportion of faculty members’ with

PhD's have significant impact on research output. **Developing training** to enhance research activities *clarity in writing* (writing in a manner to clarify and simplify text arguments, Kiewra & Creswell, 2000), and *advanced research skills* (being comfortable with statistics, study design, data collection methods, and advanced methods, Bland et al., 2005) is proposed to include. Furthermore, *ability to manage time* and dedicate sufficient time to research is considered as important determinant of research productivity (Creswell, 1985; Levitan & Ray, 1992; Bland et al., 2002, 2005; White et al., 2012) and thus necessary to ensure through adequate training (in writing, advanced research skills and time management) practices.

2.2. Motivation-enhancing HRM practices for research-oriented work

The primary objective (based on Chuang et al., 2013) of motivation-enhancing HRM practices is to drive attention to research activities, to motivate researchers to contribute to research activities and then to induce and enhance individuals' discretionary effort.

Research in the area of *academic staff performance appraisal* approves the need to revise motivation as well as appraisal systems in order to increase research productivity: the payment-by-performance system and stimulation of publication of research works (Türk, 2003), financial incentives to motivate higher research productivity levels (Honeycutt, Thelen, & Ford, 2010). Furthermore, satisfaction with the promotions system results in higher research performance and vice versa (Ramsden, 1994).

Studies in performance appraisal area support the relevance of the appraisal although both positive and negative aspects are noted (Herdlein, Kukemelk, & Türk, 2008). Furthermore, results of previous studies indicate a need, apart from appraisal systems, to investigate other critical aspects of research performance enhancement (stimulation). Harris (2008, 374) suggests that one of the goals of encouraging publication is possibility assesses faculty performance by a kind of *objective nature measure* (comparing to teaching and service) and emphasizes that "a count of publications is a part of most faculty evaluation systems, and a measure of journal quality is often a part of this calculation". Furthermore, Harris (1990) reported that not only quantity, but also quality, impact and importance are related to research performance. Therefore an important role in the area of research performance should be paid to the aspects of research quality to go in line with increasing quality requirements and setting HRM practices through **performance appraisal systems** that enhance publishing in top-tier journals.

Manning & Barrette (2005) proposed a method of *assessment of research productivity and quality with both quantitative and qualitative approaches* which was designed to raise the quality of research in a school of management. As expected, results indicated an increase in the number of publications in high level (top quality) journals. To stimulate research and influence a shift from lower quality journals to higher level journals, a monetary award program was implemented and a list of ranked journals was developed. Furthermore, Manning & Barrette (2005, 273) defined that "publication productivity is used as an objective measure to reflect the reputation of individual scholars as well as their institutions".

2.3. Opportunity-enhancing HRM practices for research-oriented work

The primary objective (based on Chuang et al., 2013) of opportunity-enhancing HRM practices is to create appropriate conditions for researchers who have the needed competencies and adequate motivation to engage in research-oriented work. Social-communication is defined as an essential factor in research enhancing activities (Creswell, 1985, Kiewra & Creswell, 2000; Teodorescu, 2000; Bland et al., 2005). Thus, a HRM system that provides opportunities for researchers to connect with others within and outside an organization can support and facilitate research performance. Fox (1983) scrutinized the literature on correlates and determinants of publication productivity and reported that psychological factor "self-direction" is important determinant of the most productive scientists. *Autonomy* was identified in previous studies as an important predictor of high performance (Bland et al., 2005; Wood, 1990). Bland et al. (2005, 228) reported findings of one medical school and confirmed that an individual's research productivity is influenced by autonomy and commitment which were described as having "academic freedom, planning one's own time and setting one's own goals, but being also committed to and playing a meaningful role within the larger organization". Wood (1990) reported the results from one Australian university and indicated that autonomy in selecting research topics is essential in research performance. Thus, *autonomy in research agenda* is very important and has to be ensured.

Halilem, Amara, & Landry (2013) described a significant shift in the way of conducting research, from individual based work to an organization of **work in teams** of scientists and provided a model of research team performance and effectiveness. Fox & Mohapatra (2007) revealed that performance is related to scientists' work groups and indicated team composition variables of gender of faculty members together in relationship to publication productivity and concluded that "the key variable is the interaction between being a male faculty respondent and having higher numbers of male graduate students on the team" (p.560). As sample included doctoral-granting departments of computer science, chemistry, electrical engineering, microbiology, and physics, further research on social sciences should be developed as well. Thus *support of team work* is of great importance evaluating opportunity-enhancing practices.

Communication and networking of researchers are identified by previous studies as significant determinants of

research productivity (Pelz, 1956; Creswell, 1985, Kiewra & Creswell, 2000; Teodorescu, 2000; Bland et al., 2005). Outside communication is approved to be the key condition for high level research productivity (Levitan & Ray, 1992; Teodorescu, 2000). Kiewra & Creswell (2000) emphasized the importance of *effective collaboration with talented students* in publishing articles. The majority of previous research identified communication outside institution as important correlate of productive researcher: interaction often on academic issues with outside colleagues (Levitan & Ray, 1992), networking through international conferences (Teodorescu, 2000), sharing ideas at professional meetings and in publications (Harris, 2008), communication with external professional network (Bland et al., 2005). Furthermore, *the number of research projects undertaken*, simultaneously, was identified an important dimension of work practices in developing research activities (Fox & Mohapatra, 2007). Adequate HRM

practices have to be designed to empower employees to use their skills and motivation to achieve research-oriented goals. Therefore, *involvement in projects, support of work in teams, encouragement to communicate, especially outside institution and collaborate with talented PhD students, and adequate autonomy in research agenda* have to be assured to enhance research-oriented work.

It is also noteworthy, that variables of research performance measuring have been analysed in different study fields and countries. For instance, an analysis of research activity in business management studies in the UK found articles in refereed academic journals, as measure of research output (Taylor, 1994). Quite a number of studies have been conducted in Australia that looked into: measures of research output of Australian economics departments and construction of publication measures (Pomfret & Wang, 2003); ranking Australian faculties by the number of refereed articles (output) and based on it classification of faculties of one discipline area (commerce) into groups that exhibit similar measures (Valadkhani & Ville, 2010). Recently, Bacon, Paul, Steward & Mukhopadhyay (2012) proposed a new tool for objective research performance evaluation that combined journal quality, quantity, and author contribution to form judgments of a scholar's performance and tested it with marketing faculty at a university in the US. Moreover, Ying & Sung (2000) in their research also considered contracts, patents and prizes as extra output items and classified staff involved in research activities into researchers and research –supporting staff. Thus standard research outputs (that are defined as the most significant indicators of academic staff productivity) are: journal articles, books and published official reports, scientific journal quality and author contribution.

Conclusions

Despite of abundance of research on HRM-performance linkage, there is still a lack of studies, dedicated to enhancement of research performance through HRM practices. While research excellence is the main challenge for European institutions of higher education for the past several years. To identify research enhancing HRM practices, key individual factors of productive researchers were identified and the ability-motivation-opportunity (AMO) approach was adopted. As a result skill-enhancing, motivation-enhancing and opportunity-enhancing HRM practices for research-oriented work were revealed: skill-enhancing (recruitment of freshly minted PhDs; training in writing, advanced research skills and time management), motivation-enhancing (academic staff assessment with both quantitative and qualitative approaches) and opportunity-enhancing (involvement in projects; support of work in teams; encouragement to collaborate with talented PhD students and to communicate outside institution; and adequate autonomy in research agenda). This identification provides theoretical answer to the question *How to stimulate research activity among researchers* and *what effective HRM practices to implement* to reach organizational goals. Furthermore, administration of universities can incorporate adequate institutional policies to manage academic staff effectively applying specific HRM practices for research oriented work.

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Ying, C. N., & Sung

Assignment No 2

Rephrase

Introduction

Higher education institutions need to answer the following important questions to improve their research abilities: How do you mobilize research activities and productivity in their researchers? As a result, it must be effective Human resource management practices that will enhance and access research productivity Organization goals. Although much research is devoted to the performance of HRM exercises. There is still a lack of research in analyzing specific commitments to individual research performance. The purpose of this research is to identify specific HRM practices implemented by higher education institutions. (IHE) which influences individual research productivity and leads to research excellence. Researchers at HRM analyze the relationship between HRM methods and proven performance (different focus) Study): Work Methods and Financial Performance (Hassled, 1995), Progressive HRM Methods (which influence) Work skills, employee motivation, and work structure) and the steps of positive perception of organizational processes Performance (Delaney & Hoseld, 1996); Focus on psychological actions - correlation between work climate, HRM Business methods and performance (Jellied & Ivory, 2003); Social relations between top management teams Network and company performance (Collins & Clark, 2003); Affect industrial characteristics The relationship between high-performance work systems and productivity (Data, Gutierrez and Wright, 2005); Strategy Effect of HRM on Organizational Performance (Green, Woo, Whitten, and Madeleine, 2006), Effective HRM Methods and Positive Relationship with Work Achievement (A University Matter, Tabi and Nora, 2013). However, there is still a lack of research dedicated to increasing research productivity Staff, in particular, identify and experiment with certain HRM methods. It should be noted that the identification of factors Influencing high-quality research is a major problem, because research productivity has been the most important for many years Challenges to European IHE (as well as an important part of the faculty diagnostic system). It can be seen that Europeans IHE now strives to emphasize high-quality research results and to find suitable models for adoption. Promote high quality research - achieving the primary goals of IHE. As a result, efficient HRM is needed Exercises carried out by IHE that affect individual research productivity and lead to research excellence. This study highlights specific HRM methods that stimulate research performance at IHE.

1. HRM practices: importance in enhancing performance

Researchers say that institutions differ in their goals in managing human resources The characteristics, attitudes, and behaviors of employees are desired and are derived from HR strategies and organizational processes Goals (Arthur, 1994; Bosley, Brewster & Pau, 2009) HRM practices are seen as routine HRM and Techniques That Ensure HRM Policy Implementation (Caps & Delivery, 2007) Ahrnaroot, Michela, Smiley and Smileys 2014, 126). In addition, Bosley et al. (2009) showed a decrease in HRM Research on various HRM methods at the individual employee level and multi-level research The effect of HRM on employees and the overall impact at the organizational level. Wright, McCormack, Sherman, and McMahon (1999, 552) describe human resources based on previous research. Activities of human organizations that manage and ensure the collection of human resources Capital is used to meet organizational goals. Furthermore, Wright et al (1999) suggest it HRM can be considered as a means by which organizations can improve employee skills and Give incentives to members of the accepting organization. Knowledge, skills and abilities (KSA) in this matter Individual members of the organization are important commitments that influence individual performance and are strong It should also be noted that Bowen & Astroff (2004) praised the HRM process for influencing its definition. This is an indication

that the process of sending employees about desired behavior, while Ahrrut & Beaverman (2012, 1110) Adopt the following broad definition: "" HRM process "refers to the characteristics of the general HRM process. Processes (i.e. HRM content) that affect the performance of employees and the organization through its influence Understand employee performance expectations and their qualifications, opportunities and motivation to comply with them With these expectations. " Lack of paper in previous research in the field of research performance that illustrates the theoretical framework and Explain how research papers are organized and defined (Boselli, Dietz, & Bone, 2005). The purpose This study aims to define the HRM method to improve research performance which will require the selection of certain HRM Exercise in a theoretical framework (Boselli, Dietz, & Bone, 2005). Theoretical framework This research paper will be based on the AMO (Qualifications, Motivations and Opportunities) proposed by Appellate Baum. Produced by Bailey, Berg and Callieberg, (2000) and Boselli, Diets and Bone (2005). AMO Theoretical Framework The effect of HRM on dominant performance in research at the employee level (Bosley et al. 2005). The HRM system has been recognized as a potential vehicle through which organizations can provide effective incentives. Academic behavior (Chuang, Jackson, and Jiang, 2013). However, despite many studies analyzing HRM Influencing employee attitudes, behavior and productivity, research supervision is minimal How the HRM system affects research production, especially on researcher productivity.

2. HRM practices enhancing research-oriented work

An organization's complete HRM system usually consists of many HRM modes, but not all of them are behavioral. Possibility to directly influence the development of knowledge (Chuang et al., 2013). Contains a The AMO HRM system approach to research improvement activities (Appelbeam et al., 2000) has been adopted for this proposal. HRM systems for research-oriented work must include HRM methods that increase capacity, increase motivation HRM exercises, and HRM methods that increase opportunities. Powwow & Busley (2005, 73) reported contact with Appellate Boom Eight. (2000) Through the AMO-Model (1) Qualifications / skills (such as formal and informal training, education), (2) incentives / incentives (such as job security, Information sharing, internal promotion opportunities, reasonable payments) and (3) participation opportunities (e.g. Autonomy, team membership, communication). Analysis of research performance characteristics. Higher Skilled work is expected to benefit internally as an opportunity to participate in key decisions. Challenge workers and ask them to use their creativity and skills and knowledge (Applebum et al., 2000). Previous studies of research performance have identified key individual factors that enhance research performance: Internal strengths to conduct research (internal stimulation) Finstad, 2002; Blend, Center, Finstad, Rasbe, and Staples, 2005. Fox, 1983; Chris Well, 1985; Cavira and Chris Well, 2000), the ability to devote time to research (Chris Well, 1985; Levitan & Ray, 1992 Blend et al., 2002; 2005; White, James, Burke, and Allen, 2012), External Communication (Communication and Networking with Scholars) International Conference (Levitan & Ray, 1992; Tudorsco, 2000). Abnormal stimulus reduction was approved Significant research for productive researchers versus autonomy and internal power (Chris Well, 1985). The diagnostic system is an important but not sufficient factor to improve research efficiency (Harris, 2008; Hurdlin, Kokmalik, and Truck, 2008). Because HRM procedures motivate employees towards individual performance and organizational fulfillment Goal (Jiang It), the method of improving HRM research performance will be explained according to category. HRM Exercise The main objective of the HRM method that increases opportunities (based on Chongqing) is to create 2013 Conditions that are conducive for researchers with the necessary qualifications and the right motivation to be involved Research-oriented work Social

communication has been identified as an important element in research promotion activities. (Chris Wells, 1985, Cavera & Chris Wells, 2000 Te Tudorsco, 2000, Bland et al., 2005) Thus, the HRM system Give researchers opportunities to connect and help others inside and outside the organization Simplify research performance. Fox (1983) examines commitments to literary reform and publication Productivity and report that psychological factors "self-direction" are significant consequences of the most productive processes. Scientists have been identified in previous studies as the main predictors of high efficiency of autonomy (Bland et al., 2005 Wood, 1990). Bland et al (2005, 228) report the findings of medical schools and confirm that a The productivity of individual research is influenced by the autonomy and commitment described "Academic freedom, planning your own time and setting your own goals, but bound and playful A meaningful role in a larger organization. "Wood (1990) reports results from an Australian university And shows that autonomy in choosing research topics is very important in research performance. So, I have autonomy The research agenda is very important and must be ascertained. Helium, Amara, and Landry (2013) describe significant changes in the research methods of individuals Provides organizations that work in teams of scientists with work-oriented research team performance models And effectiveness. Fox & Mohapatra (2007) reprimanded the work performance of scientists and groups Gender variants of faculty members in mixed teams for publication Productivity and Conclusions "The key variable is the interrelationship between male and medium faculty respondents This team has a large number of male graduate students. (P. 57) As a sample including doctoral giving Computer science, chemistry, electrical engineering, microbiology, and physics, further research Social science must also be developed. Thus teamwork is very important in evaluating collaboration Opportunities to increase opportunities Communication and network researchers have been identified by previous studies as a key factor. Research Productivity (Pales, well 1956, Chris Well, 1985, Cavera & Chris Well, 2000 Te Theodorsco, 2000, Bland et al., 2005). External communication has been recognized as a key requirement for high-level research productivity (Leviathan & Ray, 1992 Tudorsco, 2000). Cavera & Chris Well (2000) emphasize the importance of effective collaboration Students who are talented in publishing articles. The majority of previous research shows communication from outside Institutions as important links of productive researchers: often interact with educational problems Partners (Levitan & Ray, 1992), Networking through International Conferences (Tudorsco, 2000), Sharing Ideas Interact with external professional networks in meetings and professional publications (Harris, 2008) (Blend et al., 2005). In addition, a number of simultaneous research projects were identified Important aspects of work methods in the development of research activities (Fox & Mohapatra, 2007).

Conclusions

Despite much research on the relationship of HR performance, there is still a lack of studies dedicated to improve research efficiency through the HRM method. While the virtue of research is its main challenge European higher education institutions for years. To identify HRM methods that enhance research, Key Individual Factors of Researchers Identified Productivity and Opportunities that Boost Capacity (AMO) That approach was adopted. This results in HRM exercises that improve skills, increase motivation and increase opportunities. Work Based Research Revealed: Skills Enhancement (Recent Minted PhD Recruitment; Written Training, Advanced research skills and time management), increasing motivation (both with academic staff assessments) Quantitative and qualitative approaches (and increased opportunities) to engage in projects to support work Team Encourage talented PhD students to collaborate and interact with external institutions; And Appropriate autonomy in the research agenda). This identification provides a theoretical answer to the question of how What are effective ways to implement HRM to encourage research activities among researchers and reach out? Organization goals. In addition, university administration can include appropriate institutional policies Manage academic staff who effectively use specific HRM methods for research-based work.

End Assignment