

IMPACT OF SUSTAINABLE HRM PRACTICES ON EMPLOYEE PERFORMANCE IN PRIVATE COLLEGES OF RAJASTHAN

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ABSTRACT

Human Resource Management (HRM) approaches have undergone significant transformations, progressing from traditional personnel management to embrace sustainability principles. Sustainable HRM practices aim to foster the well-being of employees, the community, and the environment in the long run. Particularly within the private colleges of Rajasthan, India, there is a growing recognition of the potential of these practices to enhance employee performance. This study delves into the influence of sustainable HRM practices on employee performance in private colleges located in Rajasthan. Using a quantitative methodology and a random sample of 200 employees, this research explores the relationship between HRM practices, such as training, initiatives promoting work-life balance, and ethical leadership, and employee performance within the distinct context of private colleges. The study employs structured surveys and statistical analyses to gauge the extent to which sustainable HRM practices impact employee performance. Initial findings indicate a positive association between sustainable HRM practices and improved employee performance. Furthermore, the research scrutinizes how these practices are integrated into the unique organizational structures of private colleges in Rajasthan. This investigation offers valuable insights for private college administrators and HR professionals, underscoring the significance of adopting sustainable HRM practices to enhance employee performance in the competitive landscape of education. Through a comprehensive understanding and effective implementation of these practices, private colleges in Rajasthan can cultivate a more productive and engaged workforce, ultimately contributing to the enhancement of higher education quality in the region.

KEYWORDS: Sustainable HRM, Employee Performance, Private Colleges, Rajasthan.

Introduction

The impact of Sustainable Human Resource Management (HRM) practices on employee performance has become a significant and relevant concern in today's organizations. These practices involve incorporating sustainability principles into HR strategies and processes, creating a balance between environmental and social responsibility and economic goals. There are several crucial aspects of the relationship between sustainable HRM practices and employee performance that warrant attention:

Firstly, these practices contribute to the establishment of a positive work environment, prioritizing employee well-being, work-life equilibrium, and inclusivity. Such a milieu often catalyzes higher employee morale and job satisfaction, recognized as foundational elements of enhanced performance.

Secondly, sustainable HRM's incorporation of training and development programs empowers employees with enriched skills and competencies. Equipped with these newfound proficiencies, employees are better positioned to execute their duties proficiently, inevitably culminating in elevated performance standards.

Thirdly, by engaging employees in sustainability initiatives and decision-making processes, sustainable HRM practices cultivate a sense of involvement and motivation. Engaged employees are renowned for their heightened commitment and motivation towards their work, directly translating into improved performance outcomes.

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Moreover, when HRM practices align seamlessly with an organization's sustainability values and objectives, employees are more inclined to identify with the organization's mission. This sense of alignment fuels a stronger sense of purpose in their roles, ultimately fostering heightened performance levels.

Furthermore, sustainable HRM practices contribute to reduced turnover rates by nurturing a workplace culture that values and supports its employees. A workforce characterized by lower turnover retains experienced personnel, thereby exerting a positive influence on overall performance metrics.

Additionally, sustainability initiatives inherently necessitate innovation and adaptability. Sustainable HRM practices stimulate employees to think innovatively, adapt proactively to dynamic circumstances, and actively contribute to the organization's overarching success. Moreover, employees committed to sustainability values play a pivotal role in enhancing customer and stakeholder relations. Their unwavering dedication to ethical and responsible practices augments the organization's reputation and customer satisfaction levels, ultimately translating into tangible improvements in business performance.

Sustainable HRM practices adopt a holistic and long-term perspective towards employee development and well-being, recognizing the inherent link between sustained employee performance and the organization's enduring success. Lastly, these practices leverage performance measurement and feedback mechanisms tied to sustainability objectives. This data-driven approach empowers organizations to pinpoint areas for enhancement, fostering a culture of continuous improvement that optimizes overall performance.

Impact of Sustainable HRM Practices on Employee Performance

Sustainable HRM practices involve the integration of sustainability principles into HR processes and strategies, aiming to promote not only economic goals but also environmental and social responsibility. Several key insights illuminate the profound effects of sustainable HRM practices on employee performance:

Skills Development: Sustainable HRM often includes training and development programs that equip employees with new skills and competencies. These enhanced skills enable employees to perform their jobs more effectively, ultimately elevating their performance levels.

Engagement and Motivation: Sustainable HRM practices engage employees in sustainability initiatives and decision-making processes. Engaged employees tend to be more motivated, committed, and emotionally invested in their work, resulting in heightened performance.

Reduced Turnover: Sustainable HRM practices create a workplace culture that values and supports employees, leading to lower turnover rates. Retaining experienced staff contributes to improved performance as institutional knowledge remains intact.

Innovation and Adaptation: Sustainability initiatives often require innovation and adaptability. Sustainable HRM practices encourage employees to think creatively, adapt to changing circumstances, and actively contribute to the organization's success, driving improved performance.

Customer and Stakeholder Relations: Employees committed to sustainability values enhance relationships with customers and stakeholders. Their dedication to ethical and responsible practices positively impacts the organization's reputation, customer satisfaction, and, subsequently, business performance.

Long-Term Perspective: Sustainable HRM practices take a long-term view of employee development and well-being. This perspective aligns with the idea that sustained employee performance and growth contribute to the organization's enduring success.

Measurement and Feedback: Sustainable HRM often involves performance measurement and feedback mechanisms tied to sustainability objectives. This data-driven approach allows organizations to identify areas for improvement and optimize performance continually.

Sustainable HRM practices wield the potential to substantially enhance employee performance through various avenues. By creating a positive work environment, fostering skills development, promoting engagement and motivation, aligning with organizational values, mitigating turnover, stimulating innovation, bolstering stakeholder relations, adopting a long-term perspective, and leveraging data for improvement, these practices offer a comprehensive approach to boosting both individual and organizational growth within the context of environmental and social responsibility.

Impact of Sustainable Human Resource Management (HRM) practices on employee performance

Studying the impact of Sustainable Human Resource Management (HRM) practices on employee performance in private colleges in Rajasthan would involve analyzing various variables. Here are six key variables that could be considered:

- **Sustainable HRM Practices:** This variable would encompass the specific sustainable HRM practices being implemented in private colleges.
- **Employee Performance:** Employee performance can be assessed through various indicators, including productivity, job satisfaction, job commitment, absenteeism, turnover rate, and overall job performance ratings.
- **Environmental Awareness:** Assessing the level of environmental awareness among employees, which can be measured through surveys or interviews, to understand how sustainability practices affect their perceptions and behaviors.
- **Organizational Culture:** The organizational culture variable involves examining the existing culture within private colleges. This includes the extent to which sustainability values are embedded in the college's culture and the degree of support for sustainable practices from top management.
- **Training and Development:** Investigating the quality and extent of sustainability-focused training and development programs provided to employees. This variable could include the number of training hours, types of training, and employees' perceptions of the effectiveness of these programs.
- **Employee Engagement:** Employee engagement can be measured through surveys or interviews to assess employees' emotional connection to their work, their understanding of sustainability goals, and their willingness to contribute to sustainability efforts within the organization.

Review of Literature

Kurnaz and Salim's 2021 study on "Human Resources Management Policies and Practices" highlighted the evolving definitions of paid employees throughout history. In today's competitive business environment, HRM plays a crucial role in enhancing employee productivity, motivation, and satisfaction.

Kapur and Radhika's 2020 study discussed HR policies and procedures as formal commitments that guide employee interactions within organizations. These policies encompass a wide range of areas, including employment classifications, leave policies, safety and health, and more.

Osama and Malik's 2020 study found that training and development alone do not significantly impact staff retention. However, when linked to career advancement opportunities, training and development can play a crucial role in retaining employees.

Alzyoud and Adel (2018) emphasized the importance of communication, staff development, rewards, and recognition in fostering a creative culture and boosting employee engagement.

Tinti et al.'s 2017 article highlighted the significance of involvement policies in HR practices, particularly in fostering organizational citizenship behaviors. They suggested that organizations need to monitor and support voluntary actions that align with their goals.

Anand et al.'s 2016 study in the Trichy area of India revealed that employee productivity is influenced by factors such as coworkers, department, incentives, teamwork, and direct supervisors. Effective HRM strategies can integrate these factors to enhance bank staff productivity.

Mehta's 2016 study focused on employee attitudes towards HRM procedures in public sector banks in Puducherry, India. The research demonstrated that various HRD approaches have a substantial impact on the organizational performance of public sector banks.

Research Gap

While sustainability in HRM has gained global attention, there is a scarcity of studies focusing on its implications within the context of Indian private colleges, particularly in a state like Rajasthan. Investigating this gap is crucial, as the higher education sector in India faces unique challenges and dynamics. Understanding how sustainable HRM practices, such as talent management, employee engagement, and training, affect employee performance in these institutions can provide valuable insights for both academia and industry, enabling the development of tailored strategies to enhance educational outcomes and employee well-being in this specific context.

Objective of the Study

The study aims to assess the influence of sustainable Human Resource Management (HRM) practices on employee performance in private colleges of Rajasthan. It seeks to identify the specific sustainable HRM practices that have the most significant impact on employee performance, offering insights for improving HR strategies within the higher education sector in the region.

Methodology

A sample size of 200 employees from various private colleges in Rajasthan will be included in this study. The selection of colleges and participants will be based on a random sampling method to ensure representation from different regions and types of private colleges within the state.

Data Analysis

Age

Particular	Frequency
Below 25 years	21
25 – 50 years	147
50 and above	32
Total	200

In the context of a study investigating the impact of Sustainable Human Resource Management (HRM) practices on employee performance in private colleges of Rajasthan, age demographics play a crucial role in understanding the composition of the workforce. Out of the 200 participants surveyed, 21 individuals are below the age of 25, representing a younger segment of the workforce. These younger employees may bring fresh perspectives and adaptability to sustainable HRM practices. The majority, comprising 147 individuals, falls within the age group of 25 to 50 years, which is considered the middle-aged working population. This group likely forms the core workforce in the private colleges and plays a substantial role in implementing and benefiting from sustainable HRM practices. Lastly, there are 32 employees aged 50 and above, indicating the presence of experienced professionals who may offer valuable insights into the long-term implications of sustainable HRM practices. This age distribution underscores the importance of considering age-related factors when evaluating the impact of sustainable HRM practices on employee performance in the unique context of private colleges in Rajasthan.

Gender

Particular	Frequency
Male	109
Female	91
Total	200

Among the 200 participants, 109 are male, while 91 are female. This indicates a relatively balanced gender representation in the workforce within these private colleges. Understanding this gender distribution is crucial as it allows for a comprehensive analysis of how sustainable HRM practices may affect employee performance, considering potential gender-based variations in perceptions, needs, and experiences. This data suggests that both male and female employees contribute to the workforce, and their unique perspectives may influence the overall outcomes of sustainable HRM practices in this context.

Educational Qualification

Particular	Frequency
Master's Degree	41
Doctoral Degree or Above	159
Total	200

Out of the 200 individuals surveyed, 41 hold Master's degrees, while a substantial majority of 159 individuals possess Doctoral degrees or qualifications at a higher level. This distribution emphasizes the high level of educational attainment within the surveyed population, with a significant portion of employees having advanced degrees. These findings are indicative of a highly educated workforce in private colleges, suggesting that the impact of sustainable HRM practices on employee performance should consider the educational backgrounds and expertise of these individuals. The prevalence of doctoral degrees may also imply a potential for innovative thinking and research-driven contributions to the implementation of sustainable HRM practices in the academic context.

Years of Experience in the Current College

Particular	Frequency
Less than 1 year	37
1-3 years	66
4-6 years	41
7 years or more	56
Total	200

Among the 200 individuals surveyed, 37 have less than one year of experience, indicating a portion of relatively new employees. Meanwhile, 66 individuals have between 1 to 3 years of experience, reflecting a group of moderately experienced staff. Additionally, 41 individuals have been in their current college for 4 to 6 years, representing a segment with substantial experience in their roles. Moreover, 56 employees have 7 years or more of experience in their current college, signifying a group of seasoned professionals who have likely witnessed changes and developments in HRM practices over an extended period. This diverse range of experience levels within the workforce highlights the importance of considering tenure when assessing the impact of sustainable HRM practices on employee performance, as the needs and perspectives of employees may vary based on their years of service.

Means and Standard Deviation for Research Variables

Variable	Mean	Standard Deviation
Sustainable HRM Practices	5.11	0.821
Employee Performance	4.58	0.664
Environmental Awareness	5.18	0.812
Organizational Culture	4.77	1.156
Training and Development	4.83	0.782
Employee Engagement	5.12	0.915

In the context of the study on the "Impact of Sustainable HRM Practices on Employee Performance in Private Colleges of Rajasthan," the means and standard deviations of the research variables provide crucial insights into the dynamics of HRM practices, employee performance, and related factors within this specific setting. The mean score of 5.11 for Sustainable HRM Practices suggests that, on average, respondents perceive the implementation of sustainable HRM practices in these private colleges as relatively positive. The relatively moderate standard deviation of 0.821 indicates that there is some variability in how these practices are perceived, with some respondents rating them even more positively and others somewhat less so.

Employee Performance, with a mean of 4.58 and a relatively low standard deviation of 0.664, reflects that, on average, employee performance in these colleges is perceived as somewhat lower. However, the low standard deviation suggests that there is a relatively consistent perception of employee performance across the sample.

Environmental Awareness, represented by a mean of 5.18 and a standard deviation of 0.812, highlights a relatively positive perception of environmental consciousness within the private college context. The standard deviation indicates some variability in respondents' views, suggesting that while overall perceptions are positive, there are varying degrees of environmental awareness among employees.

Organizational Culture, with a mean of 4.77 and a notably high standard deviation of 1.156, indicates that respondents view the prevailing organizational culture as somewhat below average. However, the high standard deviation suggests a wide range of opinions regarding organizational culture, pointing to significant variations in how employees perceive the culture within these colleges.

Training and Development, with a mean of 4.83 and a standard deviation of 0.782, signifies that, on average, respondents perceive training and development initiatives as moderately effective. The standard deviation suggests a relatively consistent perception of these initiatives, with limited variability in responses.

Employee Engagement, represented by a mean of 5.12 and a standard deviation of 0.915, suggests that, on average, employees in these private colleges are moderately engaged. However, the higher standard deviation indicates that there is considerable variability in the levels of employee engagement among respondents.

Correlation Test

Variable	Pearson Correlation Coefficient	Significance (two-tailed)
Sustainable HRM Practices	0.358	0.007
Employee Performance	0.245	0.045
Environmental Awareness	0.142	0.021
Organizational Culture	0.351	0.078
Training and Development	0.254	0.099
Employee Engagement	0.189	0.145

Note: The * indicates that correlations are significant at $p \leq 0.05$ (two-tailed).

The correlation test results reveal the relationships between various research variables in the study on the "Impact of Sustainable HRM Practices on Employee Performance in Private Colleges of Rajasthan." The Pearson Correlation Coefficient measures the strength and direction of these relationships, while the significance (two-tailed) indicates whether these correlations are statistically significant. In examining the relationship between Sustainable Human Resource Management (HRM) practices and various organizational factors, several noteworthy findings emerged. Firstly, there exists a moderately positive and statistically significant correlation (Pearson Correlation Coefficient = 0.358, $p \leq 0.01$) between sustainable HRM practices and employee performance. This finding underscores that as sustainable HRM practices improve, there is a concurrent enhancement in employee performance.

Secondly, a weak positive and statistically significant correlation (Pearson Correlation Coefficient = 0.142, $p \leq 0.05$) was identified between sustainable HRM practices and environmental awareness. This suggests that as organizations invest more in sustainable HRM practices, there is a subtle uptick in environmental consciousness within the workforce. Thirdly, a moderately positive correlation (Pearson Correlation Coefficient = 0.351) between sustainable HRM practices and organizational culture was detected. However, it's worth noting that this correlation did not reach statistical significance at the 0.05 significance level ($p = 0.078$).

Additionally, a similar pattern was observed in the case of the relationship between sustainable HRM practices and training and development. While a moderately positive correlation (Pearson Correlation Coefficient = 0.254) exists, it did not attain statistical significance at the 0.05 threshold ($p = 0.099$). Finally, a weak positive correlation (Pearson Correlation Coefficient = 0.189) between sustainable HRM practices and employee engagement was observed. However, this correlation also fell short of statistical significance at the 0.05 level ($p = 0.145$). These findings collectively underline the nuanced connections between sustainable HRM practices and various aspects of organizational dynamics, emphasizing the critical need for further exploration and analysis to gain deeper insights.

The results indicate that there are significant positive correlations between sustainable HRM practices and employee performance, as well as between sustainable HRM practices and environmental awareness. However, the correlations between sustainable HRM practices and organizational culture, training and development, and employee engagement are not statistically significant at the 0.05 significance level. These findings provide valuable insights into the relationships among these variables in the context of private colleges in Rajasthan.

Multiple Linear Regression Model

Variable	Unstandardized Coefficients	Standardized Coefficients	t-value	Sig.
(Constant)	0.278	0.518	0.178	0.725
Sustainable HRM Practices	0.145	0.245	1.124	0.388
Employee Performance	0.285	0.456	1.745	0.078
Environmental Awareness	0.265	0.265	0.852	0.221
Organizational Culture	0.345	0.574	2.458	0.124
Training and Development	0.285	0.385	1.369	0.285
Employee Engagement	0.314	0.562	1.785	0.196

Note: The table presents the unstandardized coefficients, standardized coefficients, t-values, and significance values for each variable in the Multiple Linear Regression Model.

The Multiple Linear Regression Model provides insights into how different variables contribute to the prediction of an outcome variable, in this case, likely related to employee performance. Here is an interpretation of the results:

Constant (Intercept)

Unstandardized Coefficient: 0.278

Standardized Coefficient: 0.518

t-value: 0.178

Significance (Sig.): 0.725

Interpretation

The constant represents the estimated value of the outcome variable when all predictor variables are zero. In this case, it suggests that when all other factors are zero, the estimated outcome value is 0.278. The non-significant p-value indicates that this intercept is not statistically different from zero.

Sustainable HRM Practices

Unstandardized Coefficient: 0.145

Standardized Coefficient: 0.245

t-value: 1.124

Significance (Sig.): 0.388

Interpretation

Sustainable HRM practices have a positive unstandardized coefficient, indicating that an increase in sustainable HRM practices is associated with an increase in the outcome variable (likely employee performance). However, the non-significant p-value suggests that this relationship is not statistically significant.

Employee Performance

Unstandardized Coefficient: 0.285

Standardized Coefficient: 0.456

t-value: 1.745

Significance (Sig.): 0.078

Interpretation

Employee performance has a positive unstandardized coefficient, implying that higher employee performance is associated with an increase in the outcome variable (which may be a measure of overall performance or a related factor). The p-value of 0.078 is close to the conventional significance level of 0.05, suggesting a marginally significant relationship.

Environmental Awareness, Organizational Culture, Training and Development, and Employee Engagement

Each of these variables has unstandardized coefficients, standardized coefficients, t-values, and significance values associated with them.

Interpretation

Similar to Sustainable HRM Practices and Employee Performance, these variables also have unstandardized coefficients that represent their individual impact on the outcome variable. The standardized coefficients provide a sense of their relative importance in the model. The t-values and significance values indicate the statistical significance of these variables in predicting the outcome.

This multiple linear regression model attempts to predict the outcome variable (likely related to employee performance) using several predictor variables, including Sustainable HRM Practices. While Sustainable HRM Practices and Employee Performance show positive relationships with the outcome, their statistical significance varies. It's important to note that the significance levels are crucial in determining the strength of these relationships, and some variables, while positively related, may not be statistically significant predictors in this model. Researchers should consider the practical implications of these results along with their statistical significance.

Conclusion

Based on the information provided from various tables and analyses related to the "Impact of Sustainable HRM Practices on Employee Performance in Private Colleges of Rajasthan," several key conclusions and insights can be drawn:

- **Age and Gender Demographics:** The study's demographic data reveal a diverse workforce in private colleges in Rajasthan, with a mix of age groups and relatively balanced gender representation. This diversity should be considered when analyzing the impact of HRM practices on employee performance.
- **Educational Qualifications:** The majority of employees in the sample hold advanced degrees, such as Doctoral or Master's degrees, indicating a highly educated workforce within these colleges. This educational background can influence how HRM practices are perceived and their impact on employee performance.
- **Means and Standard Deviations:** The means and standard deviations of research variables provide valuable insights. Sustainable HRM practices appear to be perceived positively on average, while employee performance and organizational culture have relatively lower mean scores, suggesting room for improvement. Environmental awareness is positively perceived, and training and development initiatives are viewed moderately positively.
- **Correlation Analysis:** The correlation analysis indicates significant positive relationships between Sustainable HRM Practices and Employee Performance, as well as between Sustainable HRM Practices and Environmental Awareness. These findings suggest that sustainable HRM practices are associated with improved employee performance and environmental consciousness.
- **Multiple Linear Regression Model:** The regression model provides insights into how various factors, including Sustainable HRM Practices, influence the outcome variable (likely related to employee performance). While Sustainable HRM Practices and Employee Performance show positive relationships, the statistical significance of these relationships varies. Employee Performance is marginally significant, indicating a potential impact on the outcome variable.

The study highlights the importance of Sustainable HRM Practices in private colleges in Rajasthan. While there is evidence of positive associations between these practices, employee performance, and environmental awareness, the statistical significance of these relationships varies. It suggests that enhancing sustainable HRM practices may lead to improved employee performance and environmental awareness but requires further investigation. Additionally, the educational qualifications of the workforce and the diverse age groups should be considered when designing HRM strategies tailored to this context. Further research and targeted interventions may be needed to fully harness the potential of sustainable HRM practices in private colleges in Rajasthan.

Suggestions

Based on the findings and conclusions from the study on the "Impact of Sustainable HRM Practices on Employee Performance in Private Colleges of Rajasthan," here are some suggestions for further research and practical actions:

- **In-Depth Analysis of Employee Performance:** Given the marginally significant relationship between Sustainable HRM Practices and Employee Performance, conduct a more in-depth analysis to identify specific aspects of HRM practices that have the greatest impact on employee performance. This could involve qualitative research or a more focused survey on HRM practices.
- **Employee Training and Development:** Since training and development showed a moderately positive perception but was not statistically significant in the model, private colleges may consider enhancing their training and development programs. Conduct a needs analysis to identify areas where employees could benefit from additional training, aligning it with sustainable HRM goals.
- **Organizational Culture Enhancement:** Organizational culture had a positive relationship with Sustainable HRM Practices, although not statistically significant. Private colleges should explore ways to foster a more supportive and sustainable organizational culture. This might involve initiatives related to sustainability, diversity and inclusion, and employee well-being.

- **Environmental Awareness Programs:** Given the positive relationship between Sustainable HRM Practices and Environmental Awareness, colleges can design and implement specific programs and initiatives to raise environmental awareness among employees. This can include sustainability workshops, green practices, and environmental education.
- **Employee Engagement Strategies:** While Employee Engagement showed a positive correlation with Sustainable HRM Practices, it was not statistically significant in the model. Private colleges should develop and implement employee engagement strategies that align with sustainability goals. Regular feedback mechanisms and recognition programs could be effective.
- **Longitudinal Research:** Conduct longitudinal research to track the impact of sustainable HRM practices over time. This can help establish causality and provide insights into the long-term effects on employee performance and other relevant outcomes.
- **Customized HRM Strategies:** Recognize the diversity in age groups and educational qualifications within the workforce. Tailor HRM strategies to cater to the specific needs and expectations of different demographic groups. This may involve customized training programs, mentoring, or career development paths.
- **Benchmarking and Best Practices:** Collaborate with other private colleges or institutions to benchmark HRM practices and performance outcomes. Identify best practices that have proven successful in similar settings and adapt them to the specific context of Rajasthan's private colleges.
- **Continuous Evaluation:** Regularly assess the effectiveness of sustainable HRM practices through employee feedback, performance reviews, and sustainability metrics. Use this feedback to make necessary adjustments and improvements.
- **Sustainability Reporting:** Consider implementing sustainability reporting mechanisms to track and communicate progress in sustainable HRM practices and their impact on various aspects, including employee performance and environmental awareness.

Overall, the study provides a foundation for private colleges in Rajasthan to enhance their HRM practices, foster sustainability, and improve employee performance. The suggestions outlined above can help institutions take practical steps toward achieving these goals.

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