

# HR Policies as Predictor for Employees Satisfaction in Delhi Metro Rail Corporation

**Dr. Yogendra Pal Bharadwaj**

Assistant Professor  
IBM GLA University, Mathura  
Post-Doctoral Fellow, ICSSR, Ministry of HRD, New Delhi  
Department of Commerce, Aligarh Muslim University,  
Aligarh (U.P.) - India.

## Publication Info

### Article history :

Received : 30<sup>th</sup> April 2019

Accepted : 9<sup>th</sup> May 2019

DOI : **10.21567/adhyayan.914**

**Keywords :** HR policies, Employees' Satisfaction, Multiple Regressions, DMRC

### \*Corresponding author :

**Dr. Yogendra Pal Bharadwaj**

Assistant Professor

## Abstract

*Purpose - The purpose of this paper is to identify the relevant antecedents of Human Resource policies for employees' satisfaction in Delhi Metro Rail Corporation (DMRC). It will also act as a model for metro revolution in India and empirically validate the relationship between these antecedents and employees' satisfaction (ES) towards facets of human resource policies (HRP).*

*Design/methodology/approach - Data were generated from 543 employees' responses working in various places located in New Delhi and National Capital Region of India and analyzed objectively through questionnaire. Data have been collected through questionnaires designed on a five point Likert type scale. Mean, standard deviation and multiple regressions have been used to measure the impact. A combination of researcher-controlled and systematic sampling techniques were employed for the purpose of identifying the sample through convenient approach.*

*Findings - The study revealed that facets of human resource policies towards employees' satisfaction have a significant and positive influence on the mindset of modern commuters. Additionally, it was revealed that particularly A and B grade employees are satisfied and they work with zeal and enthusiasm with positive impact of human resource policies. Hence, this all could be of great impact and emerged as predictor for employees' satisfaction in DMRC.*

*Practical Implications - This understanding may greatly assist proactive metro revolutioners like DMRC in developing appropriate strategies to increase the propensity of satisfaction as a premium for the developing metro industry.*

*Originality/value - The study is pioneering in the sense that the construct employees' satisfaction for facets of human resource policies had relatively been less explored in the Indian context of competitive era of metro industry.*

## 1. INTRODUCTION

Economies of Scale, Technology and Patents are diluting their association to gain sustainable competitive advantage, while, emanated factors like organizational human resources and high involvement of human resource management practices have emerged as a paramount in the cutting edge of 21st century. (Tahir Masood Quresh, Ayisha Akbar, Mohammad Aslam Khan,

Rauf A. Sheikh and Syed Tahir Hijazi, 2010). Human Resource Management organizational system is considered the fundamental root of retaining the competitive advantage by which employees can have the feelings of 'we' as an important source of this competitive advantage (Barney, 1991; P. feffer, 1994). In the words of Fey et al. (2008), the basic nature of organizational performance depends upon the practices which

have the ability to reap higher benefits and that can be controlled easily through the imparting of required knowledge, and skills which are the significant existence and controllable factors for business organization. Continuous sustaining of competitive advantage is the building concept of human resource efficiency and that is the linking factor for modern era of competition (Grant, 1991). Distinctive performance of any organization is exercised through the practices of human resource and how they are geared up to face the challenging aspect of sustaining of competitive advantage (Mathis, R. L. and Jackson, J. H., 2003). However, good employees are supposed to have such characteristics as high satisfaction with their jobs, high commitment towards the organization, high motivation to serve the public and strong intentions to work for the organization willingly and devotedly. (Sangmook Kim, 2004). HR policies are the standards, principles and rules defined or embraced by an association to achieve its long haul objectives (C.B. Gupta, 2007). These are frameworks of systematized choices, built up by an association, to help regulatory work force capacities, execution the board, worker relations and asset arranging (David Hussey, 1996).

Delhi Metro Rapid Transport System, a company under the name Delhi Metro Rail Corporation (DMRC) was registered on 3rd May 1995 under the Companies Act, 1956. It is a joint venture of Government of India and Government of National Capital Territory of Delhi serving Delhi, Gurgaon and Noida of India (Annual Report., 2014). DMRC follows "people first policy" which believes that human resource is its most important resource & continue to work for its development and realization of its full potentials (A. Dayal.,

2014). They have taken various human resource initiatives like knowledge sessions, summer camps, and online grievance redressal mechanism to bring greater job satisfaction & enhancement of their human resource and organize various special lectures for the employees (Rashmi Sadana., 2010). But somehow there is a lack of human resource policies and practices among employees of DMRC (Jackson S.E. And Schuler R.S., 1995). Development of any service- oriented industry like DMRC is totally dependent on the quality of employees who are serving there (Levesque, Joseph D., 1992). Therefore, it is essential to manage the employee force efficiently for the overall development of an organization and here these all policies act as a predictor for the satisfaction of employees in DMRC (Fisher. C.D., 1989).

Delhi Metro Rail Corporation has an alternate situation, thus builds up an individual arrangement of human asset approaches (Bhatnagar, V., 2002). The foundation of approaches can enable an association to illustrate, both inside and remotely, that it meets necessities for decent variety, morals and preparing just as its responsibilities in connection to direction and corporate administration of its employees and DMRC is none other than that (Siemiatycki, Matti., 2006). However, many organizations have started to achieve a sustained competitive advantage by investing more on the profound and updated skills of employees who provide better return through development of different figure in the eyes of stakeholders and their comes the effectiveness of output in human resource and that is more than the part of investing in buildings and machinery, it is undoubtedly true that this concept will be

based upon the practices of exiting nature of sustainable designing of effective and efficient human resource and that cannot be ignored on any front part. (Williams, 2009). Human asset approaches incorporate arrangements with respect to enlistment, choice, preparing and advancement, execution examination, vocation arranging, pay, work definition, complaint redressal instrument, impetuses, and so on so as to quantify the effect of HR strategies on the execution of representatives, the present investigation has taken four human resource strategies who are called predictors that is, performance appraisal, training and development, recruitment and selection, and compensation and rewards policies which are very much specific in the metro revolution industry that is of Delhi Metro Rail Corporation (Siemiatycki, Matti., 2006). In the light of this, an attempt has been made to identify the impact of predictors of human resource policies on the satisfaction of employees in Delhi Metro Rail Corporation (Kuldeep Singh., 2003).

## 2. REVIEW OF RELATED LITERATURE

Delery and Doty (1996) examined the relationship between HR practices and profitability in a sample of banks in the US and their study revealed that HR practices were positively related to profitability. Dyer and Reeves (1995) reviewed the relationship between HR practices and performance and proposed that measures of performance could be broken down into four categories namely employee outcomes, organizational outcomes, Financial/ Accounting outcomes, and market-based outcomes. Garcia (2005) investigated the impact of training policies on employee satisfaction, customer satisfaction, and workforce productivity on 78 Spanish firms

with more than 100 employees. The author found that the training programs were directly related to employee and customer satisfaction as well as an objective measure of business performance. Guthrie (2001) examined the impact of HR practices on turnover and firm productivity among a sample of firms in New Zealand. He found that HR practices have an impact on turnover and also found that there is a positive relationship between retention of employees and productivity of the firms. Hussain and Rehman (2013) inspected the connection between the HRM rehearses actualized by the association on representative's goal to remain and work adequately for the association. The consequence of the examination investigated that HRM rehearses vis-a-vis: individual association fit, work security, correspondence and preparing and advancement are contributing unequivocally in building up the representatives' goals to remain with association. Further, solid positive between connections were found between HRM practices and workers' maintenance and such practices improves representatives' hold capacity of associations.

Lamba and Choudhary (2013) uncovered that how HRM rehearses give an edge to representative's dedication towards an association objective in the worldwide focused market. The investigation presumed that HRM practices, for example, preparing and advancement, pay and welfare exercises has noteworthy impact on hierarchical responsibility and are related with unrivaled authoritative execution, which help in maintenance of proficient and talented workers. While, Hameed (2013) conducted a study to examine the relationship between the employee performance and human resource practices in the

banking sector of Pakistan on 235 banking personnel with the help of a questionnaire. The relationship and nature of relationship is calculated by applying the Spearman's correlation matrix and multiple regression analysis. The results demonstrate that the employee performance and HR practices have a positive and significant relationship. Medlin & Green (2009) have pondered that goal setting, employee engagement and high level of workplace optimism collectively improve the performance of an individual of an organization. Huselid (1995) surveyed senior HR executives in a sample of 968 publicly traded corporations in the US and found that his HR index was significantly related to the gross rate of return on assets. Rogers and Wright (1998) reviewed the empirical research on the Relationship of HR and performance of employees after surveying 29 studies and found significant relationship between HR practice and performance of employees. Rohmetra (1998) found that there exists a positive relationship between performance climate and the level of satisfaction of the employees.

Different analysts have discovered that HRM Practices are emphatically connected with representative employment fulfillment (Wright et al., 2003; Spector, 1997); Petrescu and Simmons, 2008). In any case, shockingly, very set numbers of concentrates have been directed on HRM rehearses with regards to creating nations as a rule (Singh, 2004, Yeganeh and Su, 2008, Mahmood, 2004). Therefore on the basis of previous findings, various policies which are called predictors and that have been utilized but in the light of metro industry, especially in DMRC, **following policies are kept into mind for better productivity and enforcement of organizational objectives:**

### 3. RECRUITMENT AND SELECTION

Recruitment is the process of generating a pool of capable people to apply for employment to an organization while selection is the process by which specific instruments are employed to choose from a pool of applicant persons most suitable for the job taking into consideration management goals and legal requirements (Bratton & Gold 2003). Selection is an important element in HR functions, because it has close relationship and connection with the organization's development. Selection is collecting the information about the applicants to decide who is fit and should be employed each work position. The recruitment and selection process determines the decisions as to which candidates will get employment offers. The aim of this practice is to improve the fit between employees and the organization, teams, and work requirements, and thus, to create a better work environment (Tzafir, 2006). Sophisticated recruitment and selection system can ensure a better fit between the individual's abilities and the organization's requirement (Fernandez, 1992). Hunter and Schmidt (1982) concluded that employment stability could be achieved through a selection procedure based on ability. Katou and Budhwar (2007) in a study on the Greek manufacturing firms found that recruitment and selection was positively related to all organizational performance variables such as effectiveness, efficiency, innovation, and quality.

### 4. TRAINING AND DEVELOPMENT

The term training is often used casually to describe almost any effort initiated by an organization to foster learning among members. Training is included as high-performance HRM practices (Huselid, 1995; Mac Daffie, 1995; Koch and

McGrath, 1996). Firm with superior training programmes may also experience lower staff turnover than firms that neglect employees training and development. Training is an important element in producing the human capital. Investing in training programs can make employees feel indebted to the company. Training is necessary for the employees to perform particular jobs because job requires particular skills and knowledge by which the job is much easier to perform as it is in the benefit of the employee. "Training" refers to a systematic approach to learning and performance to improve individual, team, and organizational effectiveness (Goldstein & Ford 2002). It has been found that a trained employee always performs well than an untrained employee. Training and Development is an attempt to improve current or future performance of employees by increasing employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. It is a key ingredient in banking sector for organizational performance improvement. It ensures that randomness is reduced and learning or behavioral change takes place in structured format.

## **5. PERFORMANCE APPRAISAL**

The performance appraisal can be defined as a process, typically delivered annually by a supervisor to a subordinate, designed to help employees understand their roles, objective, expectations and performance success (Snell S and Bohlander G, 2007, p.332). The term appraisal means evaluation and performance appraisal means evaluation of performance of the employees working in the organization. It is one of the most important and often one of the most mishandled

aspects of management. It has also been said to be one of the most problematic components of human resource management and is viewed as either a futile bureaucratic exercise or, worse, a destructive influence on the employee-supervisor relationship (Steers and Black, 1994).

## **6. COMPENSATION AND REWARDS**

Milkovich and Newman (1999) defined compensation as all types of monetary incomes and substantial remunerations that a worker receives as a component of employ agreement. A more precise meaning is given by Flippo (1984), who has described compensation as the satisfactory and reasonable compensation of employees for their contribution to organizational goals. Steven, Appelbaum and Mackenzie (2000) also gave explanation that other results are more positive, on the other hand the challenge of aligning a company's inducement compensation essentials to generate the behaviors that assist the accomplishment aspect in improving a firm's strategic effectiveness. A satisfied internal customer would be an efficient and effective service giver who would chase a customer centric pattern (Comm & Mathaisel, 2003). Founded on these results, scholars have started to highlight internal customer satisfaction with intention of achieving an organizational perception of what comprises quality in the business. Compensation (Wages, rewards, medical and transport facility) is a key concern in HR administration. These are basic requirements and provide workforce remuneration for working (Bohlander, Snell & Sherman, 2001). It is exposed that recompense remuneration stimulate as well as direct manners

in the direction of accomplishment of an exacting task (Milkovich & Newman, 2002).

## 7. EMPLOYEES' SATISFACTION

Employment fulfillment is a blend of intellectual and full of feeling responses to the differential view of what a representative needs to get contrasted with what the person really gets (Boyt, Lusch, and Naylor, 2001). Employment fulfillment is where one's needs and one's results coordinate well (Locke, 1976). It has been contended that employees, by and large, acknowledge remunerates on one hand while then again hostile exertion. Basically, there is have to see work requests past the trading of administrations for pay rates. However, business requests are viewed as monetary connection in nature, yet take note of that it has a solid alliance to social and mental perspectives (Baron and Kreps, 1999). The most alluded meaning of job fulfillment was offered by Locke (1976) who characterized employment fulfillment as a satisfying or constructive passionate state coming about because of the assessment of an individual's activity (Haque and Taher, 2008). Employment fulfillment is likewise characterized as a person's general demeanor with respect to his or her activity (Robbins, 1999). Job fulfillment affects representatives' authoritative duty, turnover, non-appearance, lateness, mishaps, and complaints (Byars and Rue, 1997; Moorhead and Griffin, 1999). Job fulfillment implies what are the sentiments of various workers about the distinctive elements of their employments (Robbins, 2003). The dimension of fulfillment and disappointment are other perspectives which are identified with worker work fulfillment (Spector, 1997). Employment fulfillment might be the

general conduct developed because of various happenings at the work put; it might be director's conduct, association with companions or the workplace (Janet, 1987).

Hence, this investigation has been led to fill lessen the current research gap and to investigate the connection between human resource policies and employees' satisfaction with regards to employees of Delhi Metro Rail Corporation. However DMRC works its exercises with the help of human resource management which incorporates top dimension administrators, officials, managers and different representatives. The general execution of any association relies on the degree to which human asset is successfully used. This investigation surveys the effect of Human Resource policies acting as a predictor for employees' satisfaction in metro industry. The determination of metro industry for this study is done intentionally since the human resource policies fulfillment has coordinated ramifications for the accomplishment of employees' satisfaction which is the need of the hour. Therefore this research paper starts with brief outline on the significant writings on HRM, work fulfillment; connection of HRM polices which are called predictors and employees' satisfaction. At that point, speculations of various elements of HRM rehearses and their impact were tried so it very well may be experimentally analyzed the relationship with employees' fulfillment. The paper at that point also examines the finding of the investigation and reaches the determinations dependent on the observational examination of the various predictors of human resource policies which are very much pragmatic in nature.

## 8. STATEMENT OF THE PROBLEM

In the present era of competitiveness, organization can't most likely bear the loss of imminent human asset. It is a sensible test for Human Resource virtuoso to make it conceivable by misusing the human potential in a mode to make them instructed worker and innovative for business and society too. Associations give impressive assets to pull in, create, and move able people. These organizations don't need their capable representatives to leave (Cascio 2000; Glebbeek and Bax, 2004). The investigation is an endeavor to look at the HR approaches in metro industry in Delhi Metro Rail Corporation like how these polices have turned into the best indicator for its representatives' fulfillment (Zakaria, N., Zainal, S.R.M., & Nasurdin, A.M., 2011). This suggests a request about how the administration guarantees the accessibility of the correct sort of individuals in right quantum at the perfect place, at the opportune time, doing the correct things for the accomplishment of the hierarchical destinations (Gopinath, R., & Shibu, N.S., 2014). This examination likewise looks at, regardless of whether the present human asset strategies in the DMRC are reasonable to draw in the most gifted individuals to settle on a satisfaction in the metro industry employees' (Boohene, R., & Asuinura, E.L., 2011). Moreover, this paper tries to fill the gap between previous researchers efforts which have not touched upon the predictors of human resource policies specifically in Delhi Metro Rail Corporation as it has created another uprising in our country which is called Metro Revolution, therefore, this paper will serve as an acting bridge between predictors and employees' satisfaction which is really the need of the hour for the

commuters satisfaction and that is the core existing objective of DMRC (Sabir, K., Khan, J., Siddiqui, A. Z., & Dad, K., 2012).

## 9. PROPOSED CONCEPTUAL MODEL

On the basis of previous literature review and to identify the better conceptual understanding of the underlying link between predictors of human resource policies and employees' satisfaction, a model of relationship framework is formulated and developed which clearly explains the nature of this research paper (Swarnalatha, C., & Sureshkrishna, G., 2012).



Source: Prepared by the researcher

### Objectives of the Study

The main objective of the study is to examine the impact of predictors of human resource policies on the satisfaction of employees in Delhi Metro Rail Corporation.

### Hypotheses of the Study

In view of the objectives set for the study, the following hypotheses have been formulated respectively:-

**H01:** There is no significant impact of human resource policies on the satisfaction of employees in Delhi Metro Rail Corporation.

**H02:** There is no significant impact of recruitment and selection policy on the satisfaction of employees in Delhi Metro Rail Corporation.

**H03:** There is no significant impact of training and development policy on the satisfaction of employees in Delhi Metro Rail Corporation.

**H04:** There is no significant impact performance appraisal policy on the satisfaction of its employees in Delhi Metro Rail Corporation.

**H05:** There is no significant impact of compensation and rewards on the satisfaction of its employees in Delhi Metro Rail Corporation.

## 10. METHODOLOGY

This study is basically an exploratory study. Exploratory studies are a valuable means of finding out what is happening; to seek new insights; to ask questions and to assess phenomena in a new light (Robson, 2002). It can be linked to the activities of the traveller or explorer (Adams and Schvaneveldt, 1991). Its great advantage is that it is flexible and adaptable to change (Naipul, 1989). A sampling frame of 150 metro stations was prepared on the basis of listed under DMRC official data. Among them, 50 metro stations were selected randomly and all respondents were selected as per convenience (Field, A., 2005).

Before applying statistical tools, testing of the reliability of the scale is very much important as it shows the extent to which a scale produces consistent result if measurements were made repeatedly (Easton, V. J., & McCall, J. H., n.d.). This is done by determining the association in between scores obtained from different administrations of the scales (Bortholomew, D. J., 2002). If the association is high, the scale yields consistent results, thus it is reliable. Cronbach's

alpha is the most widely used method. It may be mentioned that its value varies from 0 to 1 but the satisfactory value is required to be more than 0.6 for the scale to be reliable (Malhotra, 2002; Cronbach, 1951). Therefore in this study, we have used Cronbach's alpha scale as a measure of reliability (Brown, J.D., 2002).

**Table 1: Reliability value of the Scale**

Human Resource Predictors	No. of Items	Cronbach's Alpha ( $\alpha$ )
Recruitment and selection	8	.760
Training and development	5	.786
Performance appraisal	5	.620
Compensation and rewards	5	.954
Employees' satisfaction	1	-

**Source: Survey data and prepared by the researcher**

From the table-1, it is seen that the reliability value was estimated to be  $\alpha=0.620-0.954$  between the scale. If we compare our reliability value with the standard value alpha of 0.6 advocated by Cronbach (1951), Nunnally & Bernstein (1994); and Bagozzi & Yi's (1988) it is found that the scales used here are highly reliable for data analysis. Validation procedures involved initial consultation of the questionnaires. The experts also judged the face and content validity of the questionnaires as adequate. Hence, researcher satisfied the content and construct validity (Chen, G., 2001). The target population of this study consists of two sorts of employees that is grade A and B employees who are categorized into managerial and non-managerial employees of DMRC and for that 600 respondents were targeted but due to the scattered form of working style of employees only 543 respondents replied positively (Yamane, T., 1967).



A well designed questionnaire was used for collecting data from the different departments of DMRC where first part was of demographic information which included division, gender, age, and work experience of the employees and second part contained questions regarding employees' satisfaction on human resource policies (Radhakrishna, R.B., 2007 and Cohen, J., 1988). The questionnaire used here identified on the pattern of convenience sampling approach and set on a five point Likert type scale ranging from highly satisfied to highly dissatisfied (Likert. R., 1967). Firstly, division of the employees in the Delhi Metro Rail Corporation taken under study is categorized under two groups i.e. Managerial and Non- Managerial, due to scattered form of departments, 310 employees are from managerial division and 233 are from non-managerial division. Secondly, after generating the profile of the respondents on the gender basis, it has been observed that male respondents were dominant and they typically outnumber female respondents working in Delhi Metro Rail Corporation that is 368 male and 175 female (Ammo, T., & Friedman, H. H., 2002).

However, age of the respondent shows the level of knowledge and maturity of the employees. After generating the profile of respondents on age basis, it was observed that maximum number of respondents in our sample lies in the age group of 28-37 and minimum numbers of respondents were reported in the age group of above 58 years of age. In the present study of sample size 543, respondents numbering 119 belonged to age group of less than 28 years while the age group between 28-37 years covers 240 respondents. The age group between 38-47 covers 98 while 48-57 age groups

cover 62 and above 58 age group cover 24 of the respondents (Paul A.K., (2003); Boselie, P, Paauwe, J and Richardson, R. (2005); Becker and Gerhart., (1996); Boselie, Dietz & Boon, (2005) and Bird & Beechler., 1995).

Lastly, work experience shows the time which employees have spent on the job and level of experience, they have attained. As per work experience, our respondents are categorized into four groups. The first group respondents have less than four years of work experience that is 197, second group respondents have four to eight years of work experience that is 182, third group respondents have nine to thirteen years of work experience that is 109 and last group respondents have more than fourteen years of work experience that is 55 in the Delhi Metro Rail Corporation (Marwat Zubair Aslam., (2007) and Kuldeep Singh., (2004). Moreover, for the statistical purpose various tools like mean, standard deviation and multiple regressions have been used to analyze the results through SPSS 20 (George, D., & Mallery, P., 2003).

## 11. HYPOTHESES TESTING

Multiple regression has been used as a statistical tool to examine the impact of human resource policies on employees' satisfaction in Delhi Metro Rail Corporation (Hair, Jr. J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L., 2006). The null hypotheses is that there is no significant impact of human resource policies on employees' satisfaction and the alternative hypothesis states that there is a significant impact of human resource policies on employees' satisfaction in Delhi Metro Rail Corporation (Gedaliahui Harel H. and Tzafrir Shay S., 1999).

**Table 2: Descriptive Statistics**

	Mean	Std. Deviation	N
Employees' satisfaction	4.054	0.879	543
Better recruitment and selection policy	4.021	0.776	543
Better training and performance policy	4.365	0.719	543
Better performance appraisal policy	4.473	0.683	543
Better compensation and rewards policy	4.697	0.591	543

**Source: Survey data and prepared by the researcher**

The mean and standard deviation of human resource policies and employees' satisfaction are shown in the above table. Compensation and rewards policy has the maximum mean value while recruitment and selection policy has the minimum mean value that is 4.021. While the dependent variable is employees' satisfaction which has the mean value of 4.054. The finding of the present study is consistent with findings reported in prior researches by Eslami Javed, (2012); Dawn Dobni GEdaliahu H. Harel, (1998); Becker and Gerhart, (1996); Bird & Beechler, (1995); Paul AK, (2001) and Kuldeep Singh, (2004).

**Table 3: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Standard Error	Durbin Watson
1	0.821 <sup>a</sup>	0.673	0.669	0.478	1.669

**a. Predictors:** (Constant), better recruitment and selection policy, better training and performance policy, better performance appraisal system, better compensation and rewards policy

**b. Dependent Variable:** Employees' Satisfaction

Source: Survey data and prepared by the researcher

The above table 3 shows the values of R, R square, adjusted R square, standard error and Durbin Watson. R square shows the amount of variation

in dependent variable (Employees' Satisfaction) that is accounted by independent variable. Durbin Watson highlights that residuals from a linear regression are independent. R is equal to 0.821 which shows the partial correlation between human resource policies and employees' satisfaction. R square is equal to 0.673 which explains that employees' satisfaction has increased by 67.3% due to better human resource policies adopted by Delhi Metro Rail Corporation and that prove people best policy. This could be the reason for better functioning of DMRC in this modern competitive advantage. The finding of this study is consistent in line with previous research findings of Muthuveloo, Babous, Ping, and Long (2013); Bard Kuvaas, (2008); Abeysekera Ruwan, (2007); Abu Tayeh Noor Victor. Y (2010); Sumelius Jennie (2008); Kun Qiao Kun Qiao (2008); Abeysekera Ruwan (2007) and Janet Chew (1980).

**Table 4: ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	343.430	4	343.430	203.574	0.000 <sup>a</sup>
	Residual	166.637	539	1.687		
	Total	510.067	543			

**a. Predictors:** (Constant), better recruitment and selection policy, better training and performance policy, better performance appraisal system, better compensation and rewards policy

**b. Dependent Variable:** Employees' Satisfaction

Source: Survey data and prepared by the researcher

The above ANOVA table assesses the overall significance of the model adopted for this study. The overall model is significant because the significant value is 0.000 which is less than 0.05 at 95% confidence interval. Hence, the model construct is validated. Once again it is proved here

that human resource policies acted as a greatest predictor for the better development of employees' satisfaction. The finding of the present study is consistent with the finding reported in earlier studies by Marescaux Elise (2013); Sumelius Jennie (2008); Amonphaisal Korravee Chai (2008); Janet Chew (1980); Lee Ki Yeong, Seongsu Kim (2010); Abeysekera Ruwan (2007) and Sanne G.A. (2005) that there was positive and significant relationship between human resource policy and employees' satisfaction in DMRC.

**Table 5: Coefficientsa**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.291	0.614		21.536	0.000
better recruitment & selection policy	0.984	0.085	0.821	18.735	0.000
better training and development policy	0.869	0.079	0.749	20.411	0.000
better performance appraisal policy	0.710	0.068	0.913	23.195	0.000
better compensation and rewards policy	0.907	0.544	0.963	19.544	0.000

a. Dependent Variable: Employees' satisfaction

**Source: Survey data and prepared by the researcher**

The above table 5 shows the values of unstandardized and standardized beta coefficients, t value, and collinearity statistics. An unstandardized beta coefficient gives a measure of contribution of each variable to the model. A larger value indicates that a unit change in the predictor variable has a larger impact on the criterion variable. Therefore the results show that the value of unstandardized beta coefficients are 0.984, 0.869, 0.710 and 0.907 which is an indication of positive impact of human resource policies on employees' satisfaction. Besides, this impact is strong and statistically significant as the significant values in each case are 0.000 which

are less than 0.05 at 95% confidence interval. Therefore the null hypothesis is rejected and it can be said that there is a significant impact of human resource policies on employees' satisfaction in Delhi Metro Rail Corporation. The finding of the study supports the previous research findings of Ken Kamoche & Aloysius Newenham-Kahindi (2012); Zhu, Cooper, De Cieri and Dowling (2005); Chan, Shaffer & Snape (2004); Gelade Garry A (2003) and Zerbe (1998) who had reported that human resource policies was positively and significantly associated with employees' satisfaction in a metro industry like DMRC. Therefore findings of the study also revealed that all four human resource policies like recruitment and selection policy, training and development policy, performance appraisal policy and compensation and rewards policy were the strongest influencing factors for grade A and B divisions of employees in Delhi Metro Rail Corporation (Sadiq, M., (2016).

## 12. DISCUSSION AND IMPLICATIONS

This research paper was conducted on the satisfaction pattern of employees working in Delhi Metro Rail Corporation with respective to selected predictors of human resource policies undertakings involving a sample of 543 participants to whom structured questionnaire was administered. Results revealed that these predictors of human resource policies lead to satisfaction of grade A and B employees. This result is consistent with Boselie and Wieles, (2002); Eskildsen and Nussier (2000); Jackson and Schuler, (1992); and this means that effective predictors of human resource policies contribute to employees satisfaction. However, for DMRC in India these predictors determine the employee

satisfaction (Schuler R.S., Jackson S.E., (1987). Further this satisfaction will help to reduce the attrition and satisfy commuters. This study also found that human resource predictors also lead to employees' commitment. This result tends support to the following previous findings such as: Guest, (2002); Ulrich, (1997); Lles, Mabey and Robertson, (1990); Graetner and Nollen, (1992); Meyer and Allen, (1997); Meyer and Smith (2000); McElroy (2001).

It is learnt that employees' satisfaction lead to employees' commitment and this result is consistent with Lok and Crawford (1999); Bergmann et al., (2000); Lawson and Paul (1996); Andrew (2000). However, for DMRC in India two Job satisfaction dimensions determine the organizational commitment (Whitener, E.M., (1997). Conceptual model built by multiple regressing human resource predictors and employee satisfaction has a strong fit with the data. The result of the study reveals that human resource predictors lead to a higher level of employee satisfaction and higher level of employees' commitment (Marescaux E., De Winne S., Sels L., (2013).

This study identifies human resource predictors' impact significantly on employee satisfaction and employee commitment (Vallabhan, S., (2011). Further identifies that employee satisfaction leads to employees commitment and there is relationship among human resource predictors and employee satisfaction in Delhi Metro Rail Corporation (Huselid M.A., (1995). Suggestions are provided for DMRC officials to evaluate the role of human resource predictors and its outcomes; how these policies can affect them; and how it can provide practical results for the metro industry, whereas

performance climate variable is another factor which may be studied further to explore the relationship (Rogg K.L., Schmidt D.B., Shull C., Schmitt N., (2001).

### **13. LIMITATION AND DIRECTION FOR FUTURE RESEARCH**

The study was limited to investigating the relationship of human resource predictors on employees' satisfaction in Delhi Metro Rail Corporation. Further investigation in other types of institutions may provide additional insight into the findings of this research study. Extra research is suggested to be done longitudinally in order to assess the relation of human resource factors over time. The sample consisted of managerial personnel of A and B grade only and the findings may be further conducted among other categories of employees like supervisors and workers. Further research can be conducted on these variables between two different organizations and other countries metro industry and an attempt may be made to compare Indian railway as well.

### **14. REFERENCES**

- Abeysekera, Ruwan (2007). The Impact of Human Resource Management Practices on Marketing Executive Turnover of Leasing Companies in Sri Lanka. *Contemporary management research*, 3(3), 233-252.
- Abu Tayeh Noor, S. (2010). Human Resource Management Practices and their Impacts on Personnel's Performance in Jordanian Public Academic Libraries. *European Journal of Scientific Research*, 47(1), 118-121.

- Adams, G., Schvaneveldt, J. (1991). Understanding research methods, (2nd Ed.). New York: Longman.
- Alina, Ileana Petrescu, Rob, S. (2008). Human resource management practices and workers job satisfaction. *International Journal of Manpower*, 29(7), 651-667, <https://doi.org/10.1108/01437720810908947>
- Amonphaisal Korraeve Chai, Ussahawanitchakit Phapruek (2008). Roles of human resource practices and organizational justice in affective commitment and job performance of accountants in Thai firms. *Journal of Business Administration*, 3(2), p.3.
- Ammo, T., & Friedman, H. H. (2002). Overall evaluation rating scale: An assessment. *International Journal of Marketing Research*, 43(3), 301-310.
- Andrew, H. F. (2000). A Study of Relationships between Job satisfaction and Organizational commitment among Restaurant employees, Department of food and Beverage Management William F. Harrah College of Hotel Administration University of Nevada, Las Vegas. [http://hotel.unlv.edu/pdf/job\\_satisfaction.pdf](http://hotel.unlv.edu/pdf/job_satisfaction.pdf)>
- Annual Report (2014). Delhi Metro Rail Corporation, New Delhi.
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation model. *Journal of Academy of Marketing Science*, 16 (1), 74-94.
- Bard, Kuvaas (2008). An Exploration of How the Employee-Organization Relationship Affects the Linkage between Perception of Developmental Human Resource Practices and Employee Outcomes, *Journal of Management Studies*, 45(1), 1-25.
- Barney, J. (1991). Firm Resources and Sustainable Competitive Advantage. *Journal of Management* 17. 99-120
- Baron, J. N. & Kreps, D. M. (1999). Strategic Human resources. Frameworks for general Managers. New York: Wiley & Son.
- Becker, Brian, Gerhart, Barry (1996). The Impact of Human Resource Management on Organizational Performance: Progress and Prospects. *The Academy of Management Journal*, 39(4), 779-801.
- Bergmann, T. J., Lester, S. W., De Meuse, K. P., & Grahn, J. L (2000). Integrating the three domains of employee commitment: An exploratory study", *The Journal of Business Research*, 16(4), 15-26.
- Bhatnagar, V. (2002). Metro shows the way. Retrieved from <http://www.thehindu.com/2002/10/12/stories/2002101205800400.htm>.
- Bird, A., & Beechler, S. J *Int Bus Stud* (1995) 26: 23. <https://doi.org/10.1057/palgrave.jibs.8490164>
- Bobby, Medlin, Kenneth W. Green Jr, (2009). Enhancing performance through goal setting, engagement, and optimism. *Industrial Management & Data Systems*, 109(7), 943-956, <https://doi.org/10.1108/02635570910982292>
- Bohlander, G. & Snell, S. (2004). *Managing Human Resources*. SouthWestern, Mason,

- Ohio. *Journal of Human Resource and Sustainability Studies*, 4 (4), October 21, 2016
- Bohlander, G, Snell, S. & Sherman, A. (2001). *Managing human resources*. New York: South-Western College.
  - Boohene, R., & Asuinura, E.L. (2011). The Effect of Human Resource Management Practices on Corporate Performance: A Study of Graphic Communication Group Limited. *International Business Research*, 4(1), 266-272.
  - Bortholomew, D. J. (2002). *Measurement*. Thousand Oaks, CA: Sage.
  - Boselie, J., Dietz, G., and Boon, C. (2005). Commonalities and contradictions in HRM and Performance Research. *Human Resource Management Journal*, 15, 67-94
  - Boselie, P. & Wiele, T. V. (2002). Employee Perceptions of HRM and TQM, and the effects on satisfaction and intention to leave, *Managing Service Quality*, 12(3), 165-172.
  - Boselie, P, Paauwe, J and Richardson, R. (2005). Human Resource management, institutionalization and organizational performance: A Comparison of Hospitals, hotels and local government, *International Journal of Human Resource Management*, 1407- 1429.
  - Boyt, T. E., Lusch, R. F., & Naylor, G. (2001). The role of professionalism in determining job satisfaction in professional services: a study of marketing researchers. *Journal of Service Research*, 3 (4), 321-330.
  - Bratton, J., & Gold, J. (2003). *Human Resource Management: Theory and Practice*, Palgrave Macmillan.
  - Brown, J.D. (2002). The Cronbach Alpha Reliability Estimate. *Shiken: JALT Testing & Evaluation SIG Newsletter*, 6 (1), 17.
  - Byars, L. L., Rue, L. W. (1997). *Human Resource Management*. USA: Irwin/McGraw-Hill.
  - Cascio, W. F. (2000). *Costing human resources (4th Ed.)*. Cincinnati: South-western.
  - Chan, Shaffer & Snape (2004). In search of sustained competitive advantage: the impact of organizational culture, competitive strategy and human resource management practices on firm performance. *The International Journal of Human Resource Management*, 15(1), 17-35.
  - Chen, G. (2001). Validation of a new general self-efficiency scale. *Organization of Research Methods*, 4(1), 62-83.
  - Cohen, J. (1988). *Statistical Power Analysis for the Behavioural Sciences (2nd Ed.)*. Hillsdale, NJ: Lawrence Erlbaum.
  - Clare, L. Comm, Dennis F. X. Mathaisel, (2003). Less is more: a framework for a sustainable university. *International Journal of Sustainability in Higher Education*, 4(4), 314-323.  
<https://doi.org/10.1108/14676370310497543>
  - Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 6(3), 297-334.

- David Hussey (1996). *Business Driven Human Resource Management*, London: Wiley.
- Dayal, A. (2014). *25 Management Strategies for Delhi Metro's Success*. The Sreedharan Way. New Delhi: Published by Chief PRO, DMRC
- Delery, J. E. and Doty, D.H. (1996). Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency, and Congurational Performance Predictions, *Academy of Management Journal*, 4(39), 802-35.
- Dyer, L.D., & Reeves, T. (1995). Human resource strategies and firm performance: What do we know and where do we need to go? *International Journal of Human Resource Management*, 6(3), 656-670.
- Easton, V. J., & McCall, J. H. (n.d.). *Statistics Glossary*. Retrieved from <http://www.stats.gla.ac.uk/steps/glossary/>
- Eskildsen, J. K & Nussier, M. L. (2000). The managerial drivers of employee satisfaction and loyalty. *Total Quality Management*, 11(4), 5-16.
- Eslami, J., & Gharakhani, D. (2012), *Organizational Commitment and Job Satisfaction*. *ARPN Journal of Science and Technology*, 2, 85-91.
- Fernandez, C. J. (1992). Solider quality and job performance in team tasks. *Social Science Quarterly*, 73, 253-265.
- Fey, C.F., Morgulis-Yakushev, S., Bjorkman, I., and Park, H.J. (2008). Opening the Black Box of the Relationship between HRM Practices and Firm Performance: A Comparison of MNC Subsidiaries in the USA, Finland, and Russia Forthcoming. *Journal of International Business Studies* 40.690-712
- Field, A. (2005). *Discovering Statistics using SPSS*. London: Sage.
- Fisher. C.D. (1989): Current and recurrent challenges in HRM. *Journal of Management*. 15, 157-180.
- Flippo, E. B. (1984). *Personnel management*. 6th Ed. New York: McGraw-Hill Book Company.
- García, M. (2005). Training and business performance: The Spanish case. *International Journal of Human Resource Management*, 16(9), 1691-1710.
- Gedaliahui Harel H. and Tzafrir Shay S (1999). The Effect of Human Resource Management Practices on the Perceptions of Organizational and Market Performance of the Firm, *Human Resource Management*, Vol. 38, No 3, p.185-199
- Gelade, Garry A., Ivery, Mark, & T. S. B. Lloyds (2003). *The Impact of Human Resource Management and Work Climate on Organizational Performance*, *Journal of Personnel Psychology*, 56, 383-404.
- George, D., & Mallery, P. (2003). *SPSS for Windows Step by Step: A Simple Guide and Reference*. Boston: Allyn & Bacon.
- Glebbeek, A. C., & Bax, E. H. (2004). Is high employee turnover really harmful? An empirical test using company records. *Academy of Management Journal*, 2, 277-286.

- Goldstein, I. L., & Ford, J. K. (2002). *Training in organizations: Needs assessment, development, and evaluation* (4th Ed.). Belmont, CA, US: Wadsworth/Thomson Learning.
- Gopinath, R., & Shibu, N.S (2014). HRD Practices and Its Impact towards Job Satisfaction in BSNL, Madurai SSA- A Study. *International Journal of Human Resource Management Research and Development*, 4(1), 61-69.
- Graetner, K. N., & Nollen, S. D. (1992). Turnover intentions and desire among executive. *Human Relations*, 45(2), 447-465.
- Grant, R.M. (1991). *The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation*. *California Management Review*. (pp. 114-135). University of California.
- Guest, D. E. (2002). Human Resource Management, Corporate Performance and Employee well being: building the worker into HRM. *Journal of Industrial Relations*, 44(3), 335-358.
- Gupta C B (2007). *Human Resource Management*, New Delhi: Sultan Chand & Sons, Educational Publishers.
- Guthrie, J. (2001). High-involvement work practices, turnover, and productivity: Evidence from New Zealand. *Academy of Management Journal*, 44(1): 180-190.
- Hair, Jr. J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate Data Analysis* (6th Ed.). Upper Saddle River, NJ: Pearson Qualification Inc.
- Hamed et al. (2013). An empirical investigation of downsizing: A study of banking sector of Pakistan. 7 (17), 1640-1647.
- Haque, M. M., Taher, M. A. Job Characteristics model and job satisfaction: Age, gender and marital status effect. Paper presented at the 7th International Conference on Ethics and Quality of Work-life for Sustainable Development, Bangkok, Thailand, (2008).
- Hassan, W., et al. (2013). The Effect of Training on Employee Retention. *Global Journal of Management and Business Research*, 13(6).
- Hunter, E. J., Schmidt, L. F. (1982). Ability tests: economic benefits versus the issue of fairness. *Industrial Relations*, 21(3), 293-309.
- Huselid, M. A. (1995). The Impact of human resource management practices on turnover, productivity, and corporate financial performance. *The Academy of Management Journal*, 38(3), 635-672.
- Jackson, S. E., & Schuler, R. S. (1992). HRM Practices in Service based organizations: A role theory perspective. *Advance Service Marketing Management*, 1, 123-157.
- Jackson S.E. & Schuler R.S. (1995). Understanding human resource management in the context of Organisation and their movement. *Annual review of psychology*, Vo146, 236-264.
- Janet Chew, Chan C. A. Christopher (1980). *Human resource practices, organizational*



- commitment and intention to stay. *International Journal of Manpower*, 29(6), 503 - 522.
- Janet, L., Bokemeier J. L., & Bokeimer W. B. L. (1987). Job values, rewards, and work conditions as factors in job satisfaction among men and women. *Soc. Quart.*, 28(2): 189-204.
  - Katou, A. A., & Budwar, P. S. (2007). The effects of human resource management policies on organizational performance in Greek manufacturing firms. *Thunderbird International Business Review*, 49(1), 1-35.
  - Ken, Kamoche & Aloysius, Newenham-Kahindi (2012). New directions in the management of human resources in Africa. *The International Journal of Human Resource Management* 23(14), 2825-2834.
  - Koch, M., & McGrath, R. (1996). Improving Labor Productivity: Human Resource Management Policies Do Matter. *Strategic Management Journal*, 17, 335-354.
- [http://dx.doi.org/10.1002/\(SICI\)1097-0266\(199605\)17:5<335::AID-SMJ814>3.0.CO;2-R](http://dx.doi.org/10.1002/(SICI)1097-0266(199605)17:5<335::AID-SMJ814>3.0.CO;2-R)
- Kun Qiao (2008). HRM Practices and Organizational Commitment: A Study about IT Employees from Chinese Private-Owned Enterprises. 4th International Conference on Wireless Communications, Networking and Mobile Computing, pages 1-6.
  - Lamba, S., & Choudhary, N. (2013). Impact of HRM services on organizational commitment of employees. *International Journal of Advancements in Research & Technology*, 2(4), 407-423.
  - Lawson K. S., & Paul, D. S. (1996). Organizational Commitment and Hospital Pharmacists. *Journal of Management Development*, 15(1), 14-22.
  - Lee Ki Yeong, Seongsu Kim (2010). The Effects of Commitment-Based Human Resource Management on Organizational Citizenship Behaviors: The Mediating Role of the Psychological Contract. *World Journal of Management*, 2(1), 130-147.
  - Levesque, Joseph D. (1992). *The Human Resource Problem-Solver's Handbook*. New York: McGraw-Hill.
  - Likert. R (1967). *The Human Organization- Its Management and Value*, New York: McGraw Hill.
  - Lles, Mabey & Robertson, (1990). HRM Practices and Employee Commitment: Possibilities, Pitfalls and Paradoxes. *British Journal of Management* 1(3), 147 - 157.
  - Locke, E. A. (1976). The nature and cause of job satisfaction. In *Handbook of industrial and organizational psychology*, ed. M. D. Dunnette, 1297-1343. Chicago: Rand McNally.
  - Lok, P. & Crawford, J. (1999). The Relationship between Commitment and Organizational Culture, Subculture, Leadership Style and Job Satisfaction in Organizational Change and Development. *Leadership and Organization Development Journal*, 20(7), 365-374.
  - Mac Daffie, (1995). *Human Resource Bundles and Manufacturing Performance: Organizational Logic and Flexible Production*

- Systems in the World Auto Industry. *ILR Review*, 48(2), 197-221.
- Mahmood, M. H. (2004). The institutional context of human resource management: Case studies of multinational subsidiaries in Bangladesh. Unpublished Doctoral Thesis, University of Manchester, UK.
  - Malhotra, N. K. (2002). *Marketing research: an applied orientation* (3rd Ed.). New Delhi, India: Pearson Education Asia.
  - Marescaux, E., De Winne S., Sels L. (2013). HR practices and HRM outcomes: the role of basic need satisfaction, *Personnel Review*, 42(1), 4-27.
  - Marwat, Z., Qureshi, T., & Ramay, M. (2007). Impact of Human Resource Management Practices on Employees Performance. *Journal of Management Science*, 1-12.
  - Mathis, R. L. and Jackson, J. H. (2003). *Human Resource Management*. 10th ed. Mason, OH: Thomson SouthWestern.
  - McElroy, J. C. (2001). Managing workplace commitment by putting people first. *Human Resource Management Review*, 11, 327-335.
  - Meyer, J. P. & Allen, N. J. (1997). *Commitment in the workplace*. Thousand Oaks, CA: Sage Publications.
  - Meyer, J. P. & Smith, C.A. (2000). HRM practices and organizational commitment: test of a mediation model. *Canadian journal of Administrative Sciences*, 17(4), 319-332.
  - Milkovich, G. T., & Newman, J. M. (2002). *Compensation* (7th Ed.). NY: McGraw-Hill, New York.
  - Milkovich, George T., & Newman, Jerry M. (1999). *Compensation*, 6th Ed., USA: Irwin McGraw-Hill.
  - Moorhead, G., & Griffin, R. W. (1999). *Organizational behavior - Managing people and organizations*. Delhi: AITBS Publishers & Distributors.
  - Muthuveloo, Babous, Ping, & Long (2013). Antecedents of Employee Engagement in the Manufacturing Sector. *American Journal of Applied Sciences*, 10(12), 1546-1552.
  - Naipaul, V. S. (1989). *A Turn in the South*. London: Penguin.
  - Nunnally, J. C. & Bernstein, I. H. (1994). The Assessment of Reliability. *Psychometric Theory*, 3, 248-292.
  - Paul A.K., Anantharaman R.N. (2003). Impact of people management practices on organizational performance: Analysis of a causal model. *International Journal of Human Resource Management*, 14(7), 1246-1266.
  - Paul, A. K., Anantharaman, R. N. (2001). Search of the Missing Link in HRM Performance Paradigm. *Indian Journal of Industrial Relations*, 37(2), 257-264.
  - Pfeffer, J. (1994). Competitive Advantage through People. *California Management Review* 36. p. 9-28.
  - Quresh, T. M., Akbar, A., Khan, M. A., Sheikh, R. A., & Hijazi, S. T. (2010, July 4). Do human resource management practices have an impact

- on financial performance of banks? *African Journal of Business Management*, 4 (7), 1281-1288.
- Radhakrishna, R.B. (2007). Tips for Developing and Testing Questionnaires/ Instruments. *Journal of Extension*, 45(1). Retrieved from <http://www.joe.org/joe/2007february/tt2.php>
  - Rashmi Sadana (2010). On the Delhi Metro: An Ethnographic View. *Economic and Political Weekly*, 45 (46): 77-83.
  - Robbins, S. P. (1999). *Organizational behaviour - Concepts, controversies, applications*. New Delhi: Prentice Hall of India Private Limited.
  - Robbins, S. P. (2003). *Organizational Behavior* (10th Ed). San Diego: Prentice Hall.
  - Robson, C. (2002). *Real world research* (2nd Ed.). Oxford: Blackwell.
  - Rogers, E. W., & Wright, P. M. (1998). Measuring organizational performance in strategic human resource management: Problems and Prospects (CAHRS Working Paper #98-09). Ithaca, NY: Cornell University, School of Industrial and Labor Relations, Centre for Advanced Human Resource Studies. <http://digitalcommons.ilr.cornell.edu/cahrswp/122>
  - Rogg K.L., Schmidt D.B., Shull C., Schmitt N. (2001). Human resource practices, organizational climate, and customer satisfaction. *Journal of Management*, 27(4), 431-449.
  - Rohmetra, N. (1998). Towards creating a learning organization-the HRD Climate. *Focus. Paradigm*, 2(1), 56-63.
  - Sabir, K., Khan, J., Siddiqui, A. Z., & Dad, K. (2012). HRM Practices: A way for Improving Skills and Commitment of the Employees in Organization (A Case Study of Banking Sector in Pakistan). *International Journal of Asian Social Science*, 2(10), 1735-1741.
  - Sadiq, M. (2016). *Employee Engagement for Optimizing Organizational Performance: A Case Study of Taj group of Hotels, New Delhi*. (Doctoral Dissertation). Aligarh Muslim University, Aligarh.
  - Sangmook, Kim (2004). Individual-Level Factors and Organizational Performance in Government Organizations. *Journal of Public Administration Research and Theory*, 15(2).
  - Sanne, G. A. (2005). The Effects of HRM Practices and Antecedents on Organizational Commitment among University Employees, *International Journal of Human Resource Management*, 3(2) p-3.
  - Schuler R.S., Jackson S.E. (1987). Linking competitive strategies with human resource management practices. *The Academy of Management Executive*, 1(3), 207-219.
  - Siemiatycki, Matti. (2006). Message in a Metro: Building Urban Rail Infrastructure and Image in Delhi. *International Journal of Urban and Regional Research*, 30 (2), 259-277.
  - Singh, Kuldeep. (2003). Effect of Human Resource Practices on Firm Performance in India. *Human Resource Development*

- International, Vol.6, Issue 1, March, pp. 110-116.
- Singh, Kuldeep (2004). Impact of HR Practices on Perceived Firm Performance in India. *Asia Pacific Journal of Human Resources*, 42(3), 301-317.
  - Spector, P. (1997). *Job Satisfaction: Application, Assessment, Causes and Consequences*. Thousand Oaks, CA. Sage Publications.
  - Spector, P. E. (1997). *Job Satisfaction*. Thousand Oaks, CA: Sage
  - Steers, R. M., & Black, J. S. (1994). *Organizational behavior*. Ed. ke-5. New York: Harper Collins.
  - Steven H. Appelbaum, Loring Mackenzie, (1996). Compensation in the year 2000: pay for performance? *Health Manpower Management*, 22(3), 31-39. doi: org/10.1108/09552069610125919
  - Sumelius Jennie, Bjorkman Ingmar, Smale Adam, SuutariVesa, & Lu, Yuan (2008). Changes in institutional context and MNC operations in China: Subsidiary HRM practices in 1996 versus 2006. *International Business Review*, 17(2), 146-158.
  - Swarnalatha, C., & Sureshkrishna, G. (2012). Job Satisfaction among Employees of Automotive Industries in India. *International Journal of Future and Communication*, 1(3), 245-248.
  - Tzafir, S. S. (2006). A universalistic perspective for explaining the relationship between HRM practices and firm performance at different points in time. *Journal of Managerial Psychology*, 21(2), 109-130.
  - Ulrich, D. (1997). *Human resource champions: The next agenda for adding value to HR practices*, Harvard: Harvard Business School Press.
  - Vallabhan, S. (2011). *Human Resources Practices and Organizational Effectiveness: A Study of Banking sector in Kerala*. (Doctoral Dissertation). Institute of Management in Kerala, Kerala.
  - Whitener, E.M. (1997). The impact of human resource management activities on employee trust. *Human Resource Management Review*, 7(4), 389-404.
  - Williams, F. John, (2009). HR as a Competitive Advantage rather than a roadblock, from: <http://www.ravenwerks.com>, 2012. p.4
  - Wright P. M., Gardner T.M., & Moynihan L.M. (2003). The impact of HR practices on the performance of business. *Human Resource Management Journal*, 13, 21-36.
  - Yamane, T. (1967). *Statistics: An Introductory Analysis* (2nd Ed.). New York: Harper and Row.
  - Yeganeh, H., & Su, Z. (2008). An Examination of human resource management practices in Iranian public sector. *Personnel Review*, 37(2), 203-221.
  - Zakaria, N., Zainal, S.R.M., & Nasurdin, A.M. (2011). Investigating the role of human resource management practices on the performance of SME: A conceptual Framework. *Journal of Global Management*, 3(1), 74-92.