

Impact of Human Resource Management (HRM) Practices on Employee Attitudes and Behavior: An Empirical Study on Manufacturing Industry in Bangladesh

GAZI MD. SHAKHAWAT HOSSAIN

Masters of Business Administration (MBA)

Management Science and Engineering (MSE)

School of Management (SOM)

Huazhong University of Science and Technology (HUST)

Hubei, Wuhan P.R. China

SAIRA FAREEN¹

Masters of Public Administration (MPA)

Administrative Management, College of Public Administration (CPA),

Huazhong University of Science and Technology (HUST)

Hubei, Wuhan, P.R. China

MARUF HASAN

Masters of Public Administration (MPA)

Administrative Management, College of Public Administration (CPA)

Huazhong University of Science and Technology (HUST)

Hubei, Wuhan, P.R. China.

Abstract

HRM is concerned with the human beings in an organization. "The management of man" is a challenging job because of the dynamic nature of the people. It has often been said that the most important asset of any business is its employees. Indeed, people and the management of people are increasingly seen as key elements of competitive advantage. Meanwhile, the HRM issues of manufacturing industry in Bangladesh have not been studied yet. Even in the international arena, similar type of study has been rarely investigated in the context of developing countries. The present study attempts to bridge this gap, by examining the influence of human resource

¹ Corresponding author: syra.fareen.study@gmail.com

management practices on employee attitudes and behavior. The aim of this study was to investigate the impact of human resource management practices on employee attitudes and behavior. Descriptive survey research design was used in this study. Convenient sampling had been applied to collect data through questionnaires and interview schedules. Prior to the main study, a pilot study was carried out to ascertain the validity and reliability of the research instruments. Keeping in view of theories and facts that a theoretical model was proposed in this study. SPSS 16 used to analyze collected data. The study revealed that, 77.1% variations in employee attitudes and behavior due to the independent predictors of recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation, and maintenance which is very high. The rest of the 22.9% contribution toward employee attitudes and behavior is explained by other prominent drivers. Overall result of the study recommends that the establishment of a higher implementing level of recruitment and selection, training and development, Performance Appraisals, Compensation and Rewards, Motivation and Maintenance that will elucidate to a higher level of positive employee attitudes and behavior.

Key words: HR Practices, Organizations, Employee Attitudes, Employee Behavior.

1. INTRODUCTION

Since gaining independence in 1971, Bangladesh has been progressing gradually towards its dream of a hunger and poverty free society. Initially, the government of Bangladesh followed a socialist economic model. As a result, the government and policymakers did not prioritize issues such as private sector development, industrialization, competitiveness and human resource management (HRM). However, after shifting its economic policies from socialism to a free-market economy in the early 1990s, Bangladesh achieved commendable economic growth and now has an industry contribution to GDP of about 28.5 per cent (ILO, 2013; PwC, 2015).

Bangladesh is predicted to become the world's 23rd largest economy in terms of PPT by 2050, and has been included by Goldman Sachs in the N-11 countries (Chowdhury & Mahmood, 2012; PwC, 2015). To become a middle-income country by 2021, given the country's limited natural resources and abundance of human resources, the efficiency and efficacy of HRM practices could be pivotal and driving forces for Bangladesh's economic development (Absar & Mohammad, 2010).

The main motive of this research paper is to investigate the impact of Human Resource Management (HRM) Practice on employee attitudes and behavior. Human resources are the source of achieving competitive advantage because of its capability to migrate other resources like machine and methods into the output. The competitors can imitate other resources like technology and capital but the human resource is unique. (Storey, Tan, Collett, & Walls, 1995) defines HRM as a distinctive approach to employment management which seeks to obtain competitive advantages. After reviewing many papers, the researcher has found that HRM rehearses get influenced by outer and interior elements and specifically or in a roundabout way influence to different factors, for example, worker states of mind and conduct and representative relations extreme commitment to the firm. Initially, (Pfeffer, 1994) determined 16 practices. Employee attitudes and behavior is one of them in the present phenomenon.

In organizations, attitudes are important for their behavioral ingredient. Behavior has been conceptualized as a core elements of employee performance (Rotundo & Sackett, 2002) which is affected by individual attitudes and dispositional factor rather than directly by an employee knowledge (Ryan, Schmit, & Johnson, 1996) skills and abilities (Konovsky & Organ, 1996) for the benefits of organization. This is really needed in today's competitive world because organizational employee behavior which is observed to be important is quite rare, research confirms these theoretical propositions (Festinger, 1996). One of the critical challenges facing work organizations today is to manage the changing employment. HR practices have their impact through two primary means.

In order to assess the mechanism responsible for the relationship between HR practices and employee skills (Arthur, 1994); (Huselid, 1995) and shape of attitudes and behavior (Delery & Doty, 1996) and by creating structural and operational efficiency (Guthrie,

2001). However, scholars have convergent in their belief that HR practices are associated with organizational outcomes through their influence on employee attitudes and behavior links in the causal chain. But if, as we know from psychological research, people perceived reality differently (Ichheiser, 1949), then we can expect that not all employees will interpret HR system similarly. The core idea in our research is that employees respond behaviorally to HR practices based on the attributions they make about management purpose in implementing the actual HR practices. The research questions of this study relate to the six HRM practices that influence the level of employee attitudes and behavior in organizations. For this reason, the specific research questions stand out and are listed as:

- *To what extent do recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation, maintenance influences on employee attitudes and behavior of employee within the organizations?*

In this study, we fill the gap of previous studies and more observe the procedures through which HRM policies and effect on employee attitudes and behavior, it is important to conduct analysis in Bangladesh. The main objectives of this research are to examine how the HRM practices influence the employee attitudes and behavior to enhance the relationship of two variables we take six independent variables are recruitment and selection, training and development, Performance Appraisals, Compensation and rewards, Motivation and Maintenance. Next, we present the hypothesis to be verified. The discussion is followed by methodology and evaluates the hypothesis. The following portion concentrates on important findings their applied effects an argument's. Lastly, sum up the key to the research and focus the key purpose direction for additionally study, concentrations, limitations of the analysis and result.

The main motive of this research paper is to assess the level of impact of Human Resource Management (HRM) Practice on employee attitudes and behavior within the organization during the period of proposed study. To achieve the main objectives of the study will cover the following specific objectives:

- To assess the extent to which recruitment and selection as a component of Human Resource Management (HRM) Practice influence the attitudes and behavior of employee within the organizations.
- To explore how Training and Development as the best ingredient of Human Resource Management (HRM) Practice influence the attitudes and behavior of employee within the organizations.
- To establish how Performance Appraisals as a limb of Human Resource Management (HRM) Practice influences the attitudes and behavior of employee within the organizations.
- To examine to what extent does Compensation and rewards as a best practice of Human Resource Management (HRM) influences attitudes and behavior of employee within the organizations.
- To determine the extent to which Motivation as a most valuable component of Human Resource Management (HRM) Practice influences the attitudes and behavior of employee within the organizations.
- To assess the extent to which Maintenance as an arm of Human Resource Management (HRM) Practice influences the attitudes and behavior of employee within the organizations.

2. LITERATURE REVIEW

The study outlines empirical review on the human resource management practices that influence employee attitudes and behavior; recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance. This section discussed the previous literature related to the subject of this paper. Many studies discussed the relationship between human resource management practices and firm performance. Significant and relationship that results between the influence of best human resource management practices on employee attitudes and behavior as illustrated under following themes of the study, improved system will lead to great contribution that will ensure that employees work towards the achievement of the organizational objectives. It is important they focus on the skilled and

knowledgeable manpower since the human resource is the backbone of the organization. Human resource is the most important out of four basic resources of an organization such as human, physical, financial, and information resources (Griffin, 2002). Proper management of the human resources is also decisive to the success of an organization (Moyeen & Huq, 2001).

Private sector owners and managers consider the recruitment and selection of employees a personal matter and use informal recruitment channels. Private sector organizations are not bound by legal requirements to advertise jobs in the press or to maintain any formal recruitment and selection process (Absar, 2011; Mia & Hossain, 2014). They recruit as and when they feel it necessary, and appoint those whom they consider suitable after personal consideration. Friendship and kinship tend to take precedence over qualifications and skills as owners/managers fulfill their social obligations to support relatives and friends (Chowdhury & Mahmood, 2012). The influence of social contacts and personal relationships on recruitment is more open and socially acceptable in private sector organizations (Khan, 2013).

Islam (1982) studied the training and development needs of the managers of the public sector enterprises. He uncovered that the employees of the production management, general administration, and personnel management departments of the public sector enterprises needed extensive training. The author also uncovered the problems related to shortage of adequate number of professional managers in our public sector enterprises with proper knowledge, concepts, and techniques of management. Ather & Solaiman (1995) assessed human resource development (HRD) practices of 50 public and private industrial enterprises located in Chittagong. They found that training needs of the employees of the sample enterprises were identified on the basis of circumstances, corporate objective, new recruitment, introduction of new technology, new assignment by promotion, existing requirement for skill development and improving productivity, requirement for filling present and future vacancies, trend of profit or loss, and comparative study on productivity and output. Khan & Jahur (2007) examined the HRD practices of 38 industrial enterprises of Bangladesh. The study found that the surveyed organizations' HRD programs were not up to date.

Training of human resources has yet to rise from its neglected position in private sector organizations in Bangladesh, which still do not perceive the need for training and development activities for both employees and managers (Absar, Arman & Nejati, 2014; Mia & Hossain, 2014). In an economy with a huge labor surplus, training initiatives are considered a cost rather than an investment for organizational development, and in private sector organizations, there are few systematic training practices for employee development. In general, training is considered the responsibility of employees, although some companies, most notably, pharmaceutical companies, are beginning to understand its importance.

The indifferent attitudes of both management and worker organizations in a labor surplus economy like that of Bangladesh, coupled with large-scale ignorance about the need for training programmes for workers hinder the initiation and implementation of training programmes. Industry and the educational institutes are not linked and, consequently, industry has no influence on the development of courses, curricula, or other instructional processes within the educational and training institutions (Mahmood & Akhter, 2011). Most trade unions are busy in bargaining and the settlement of industrial disputes, and have little or no time or energy to organize workers' training programmes (Mahmood, 2008). As a result, the training programmes that do exist have not proved relevant or useful to industry. Another important issue is determining priorities in terms of skill development. This issue remains unresolved since policymakers and civil society representatives are divided on whether technical or general education should be emphasized (ILO, 2013). Though HRM in Bangladesh still resembles traditional personnel management practices, in recent years, researchers have identified changes that indicate progress in terms of strategic HRM practices (Absar et al., 2014; Khan, 2013).

Hamid & Saifuddin (1998) assessed the employee performance appraisal practices of the IFIC Bank. They identified some problems related to the performance appraisal system of the surveyed bank such as trait-based appraisal, excessive focus on past performance, and confidentiality in appraisal process that kept appraises uninformed about their performance. Bhuiyan & Taher (1998) studied the different aspects of performance appraisal. They discussed

objectives of performance appraisal, linkage between performance appraisal and compensation, formal and informal appraisal. They also described the roles of appraisers and appraisees in performance appraisal. Azim & Haque (2006) conducted a survey on the performance appraisal practices of 58 (30 manufacturing and 28 service) organizations in Bangladesh. They found that all the surveyed organizations practice performance appraisal of some type. The study identified that 57.1% companies used performance appraisal annually whereas 42.9% of the samples used performance appraisal bi-annually, quarterly, and monthly

The implementation of human resource management policies in an organization requires HR practitioners or professionals to take an active part in different organizational activities (Ahmed, 2002). HRM is being practiced either formally or informally to a greater or lesser extent in business enterprises regardless of their size (Moyeen and Hug, 2001). In the recent period of time Human Resource Management (HRM) practices became so familiar and momentous in every business sector of Bangladesh (Mohiuddin, 2001). There is, in fact, no comprehensive study found on overall HRM practices in manufacturing industry of Bangladesh. In this state of affairs, a study on this area is essential to uncover the significant facts. Those studies are endeavored for the same.

Empirical research on HRM in Bangladesh is still rare, and only a few studies have been published, usually on specific issues of HRM practices, in recognized and credible journals. This study strived to fill the gap by presenting a substantial number of research studies conducted so far in different aspects of HRM in context of Bangladesh. Thus, the current study could pioneer an understanding of the impact of HRM on employee attitudes and behavior in manufacturing industry, which would be immensely beneficial to students, researchers, academics, business executives, policymakers, and stakeholders by offering the status of research on HRM practices in Bangladesh.

3. CONCEPTUAL FRAMEWORK AND HYPOTHESES

Although studies have examined the impact of HR practices on organizational performance and employee attitudes and behavior,

extant literature is silent on its impact on individual level phenomena as argued by (Ostroff & Bowen, 2000). Many researchers defined different practices that are associated with HRM; nevertheless, those practices can be grouped into various categories such as; recruitment and selection, training and development, Performance Appraisals, Compensation and rewards, Motivation and Maintenance. Recruitment & selection involves matching people and their expectations with which the job specifications and career path available within the organization. Training & development involves an organized attempt to find out training needs of individuals to meet the knowledge and skill which is needed not only to perform current job but also to fulfill the future needs of the organization. Performance appraisal; each employee is unique in character, personality, expectation and temperament. By and large each one of them faces problems every day. Some are personal some are official. In their case he or she remains worried. Such worries must be removed to make him or her more productive and happier. The objective of HR Planning is to ensure that the organization has the right types of persons at the right time at the right place. It prepares human resources inventory with a view to assess present and future needs, availability and possible shortages in human resource. Moreover, HR Planning forecast demand and supplies and identify sources of selection. HR Planning develops strategies both long-term and short-term, to meet the man-power requirement. Employees' attitudes, behaviors and perceptions have largely been neglected in previous HRM-performance research (Guest, 2011). What has been the most common measure on an individual level is turnover (Boselie et al., 2005). On a positive note, more recent studies have started to include one or more employee measures into their investigations. Examples of attitudes and behavior that are typically measured within the research field are motivation, job satisfaction, organizational citizenship behavior, commitment; trust in management, absenteeism and turnover. Measuring and quantifying the employees' attitudes and behaviors can be considered more of a challenge compared to operational and financial performance. Of course, turnover and absenteeism are of a quantitative nature, however, the other types of attitudes and behavior have been translated into quantifiable data, commonly though Likert-type ratings, in order to be analyzed in the

quantitative empirical work that characterizes the research field. Researchers have indicated that improved working conditions and better wage rates could improve the productivity and the profitability of organizations in Bangladesh. Based on the problem statement, objectives of the study and review of the related literature; for this study is several key hypotheses are derived from a set of sub sub-goals to reach the desired objective of the study.

Recruitment and selection as a component of human resource management practices will enable the organization to acquire the right people with relevant skills that will enable the organization to achieve its objectives as expected. After reviewing enlistment and choice, in view of all around characterized justify and impartial framework created through administrative master sentiments, utilizing a state administered test to investigate the correct required disposition, aptitudes, and learning in potential competitors showed notable significant correlation with employee attitudes and behavior, results were similar to the findings of (Holzer, 1987; Forrier & Sels, 2003; S. K. Singh et al., 2004; K. Singh, 2004) and also identification of the right candidate with required skills to perform the job for achieving organizational performance is the output of sophisticated selection system, this study hypothesized that:

H₁: *Recruitment and selection will have a significant contribution to employee attitudes and behavior.*

The purpose of training and management development program is to enhance representative capacities and hierarchical abilities (Collins, 2004). HRM professional can influence the attitudes not only by giving the required training to its employees (Smith et al., 1994). According to Terry et al., (1995) training and development of well qualified human resource will depend on the performance of an effective implementation of different bundle of HRM practices. For example, studies completed by (DeToro & McCabe, 1997; Wilkinson, Godfrey, & Marchington, 1997) both confirm that employees were more committed to their jobs and the achievement of the objectives of the organization when they felt that the company cared about their training and development needs, this study hypothesized that:

H₂: *Training and Development will have a significant contribution to employee attitudes and behavior.*

Performance-related compensation is critical in enhancing performance; hence the organization should implement this to motivate those employees who achieve the set targets. Since HRM practices have a significant impact on organizational performance, supervisors need to execute them in a coordinated and lucid way (Chen, Valencia, Gillet, Hearing, & Gottesman, 2009; Wickramasinghe & Gamage, 2011). In the previous research study, the key elements of a performance management system include the following a formal compensation philosophy statement, salary administration program (Condit et al., 2000). In addition, such appraisals can be used as feedback to individuals in order to influence and enhance subsequent performance, this study hypothesized that:

H₃: *Performance Appraisals will have a significant contribution to employee attitudes and behavior.*

Study of the payroll interface has been conducted for areas such as record keeping, pension conclusion, and retired payment and statements (Targowski & Deshpande, 2001). The past study showed that profit sharing programs are more effective when combined with employee participation in management (Kruse, 1990). As, Van Buren, Greenwood, & Sheehan (2011) state, the pay system has an important role in implementing strategies within an organization. The way people are paid generally affects the quality of their work, their attitude towards customers, and their willingness to be flexible and learn new skills (Milkovich, Gerhart, & Hannon, 1991). This study hypothesized that:

H₄: *Compensation and rewards will have a significant contribution in employee attitudes and behavior.*

According to the literature reviewed by the Bhatti & Qureshi (2007) that the organizations have a system of higher performance and employee involvement which resulted in that employees are more willing to keep involved in the decision making a goal setting activities. This study hypothesized that:

H₅: *Motivation will have a significant contribution to employee attitudes and behavior.*

Some previous study concludes that the business organization was varied in all the HRIS applications for maintenance this result is consistent with the study of such issues (Bondarouk & Ruël, 2009). This study hypothesized that:

H₆: *Maintenance will have a significant contribution in employee attitudes and behavior.*

The intention of the paper was to measure the impact of human resource management practices (Recruitment and selection, training and development, Performance Appraisals, Compensation and rewards, Motivation and Maintenance) on employee attitudes and behavior in an organization. Our research consists of total seven variables and six are independent such Staffing, Training, and Development, Performance Appraisals, Compensation and rewards, Motivation and Maintenance they have influence or effect on the dependent variable of Employee Attitudes and Behavior. The study is guided by the following conceptual framework shown in the figure.

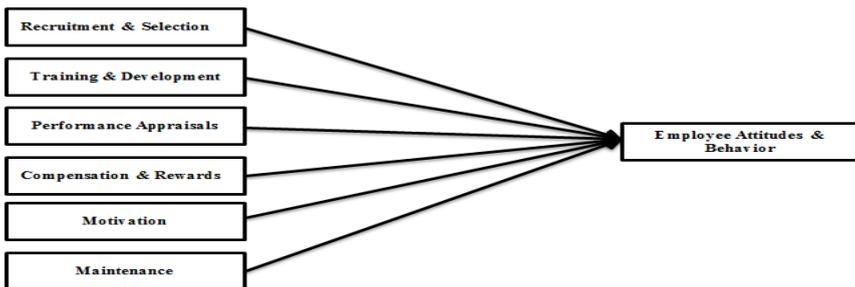


Figure-1: Proposed Research model

4. METHODOLOGIES OF THE STUDY

The purpose of the present study is to empirically examine the impact of human resource management practices (Recruitment and selection, training and development, Performance Appraisals, Compensation and rewards, Motivation and Maintenance) on employee attitudes and behavior. All the methodical approach is given as considering sample size and sampling techniques, instruments, data collection methods, a method of statistical analysis, dependent and independent variables, statistical tools: descriptive statistics: correlation test, regression

analysis. By using the convenience sampling techniques, 100 employees of manufacturing firms have been chosen. We are conducting the exploratory analysis. We use the structured questionnaire format to get the sufficient information. We use the questionnaire techniques on point of five Likert scales which consists of the following scale a) Strongly agree b) Agree c) Not decide d) Disagree e) Strongly disagree. The questionnaire consists of several questions that are segmented into different sections each section represents individual factors. The present study mainly based on primary data. The data for this study was collected through questionnaire and different publications and journal during the study. In order to collect the scientific content of the theoretical framework of the study and to explain the basic concepts of the study, measuring and identified on a numerical scale. Employee attitudes and behavior is the independent variable in this study and this study has been using the six independent variables. The researcher had been conducted the descriptive statistics using SPSS software version 16.0 in order to give respondents more understanding about the related study variables that are being analyzed. Descriptive statistics is derived from statistical analysis before another test performed using correlation and regression analysis. These descriptive statistics produce in this study the mean and standard deviation for each variable. The second step in the statistical analysis is correlation test comes before the start of regression analysis. The correlation was used to investigate the relationship between variables. Pearson correlation coefficients are tested in order to determine the strength of the relationship between independent and dependent variables. The Pearson correlation scale ranges from -1 to +1 and any values greater than zero indicated a positive direct relationship between the two variables. This implies that every increase in the independent variables will lead to the increase in the dependent variables. The value less than zero indicates that a negative indirect relationship between the two variables that means that every increase in the independent variables will lead to the decrease independent variables. Multiple regressions were also used to investigate the impact on independent variables of HRM practices on dependent variables of employee attitudes and behavior.

5. DATA ANALYSIS AND RESEARCH FINDINGS

5.1 Respondents Socio-demographic analysis

At the table in the output of SPSS exhibit socio-demographic features of the respondent who had participated in the survey. It is found that 99% of respondents are male and only 1% of them are female, included them 73% are married and 27% are unmarried. Moreover, the respondents who were married their spouse was working near about 33%. In this survey most of the respondents are doing the managerial job and had gotten the direct mode of appointment almost one- third of the total respondents belong to 35-40 years of age groups. However, 60% of the respondents had their educational background is Master's degree only 32% of them are doing permanent jobs, 44% are doing contractual and some of them are engaged with the technical job. Majority of the respondents at management level has more than 5 years of corporate job experiences.

5.2 Descriptive Statistics

Independent variable of employee attitudes and behavior with effect and relationship with HRM practices through Mean and Standard Deviation of the sample for the hypothesis of H1 to H₁₂.

Table-1: Independent variable of employee attitudes and behavior with effect and relationship with HRM practices

Descriptive Statistics			
	Mean	Std. Deviation	N
X ₁	3.1200	1.41621	100
X ₂	3.0700	1.29689	100
X ₃	3.3800	1.28535	100
X ₄	3.2700	1.30929	100
X ₅	3.1400	1.34855	100
X ₆	3.6000	1.31041	100
Y	3.2633	1.32778	100

The result of descriptive statistics indicated general agreement of the respondent to the different human resource management practices. On the extent to which respondents were agreed with more than two functions of HRM practices (X₃, X₄, and X₆) effect on Employee attitudes and behavior. The mean values ranged from highest (3.6*) to lowest (3.07*). The results for maintenance functions (X₆) indicated

highest conformity with mean and standard deviation (X_6 : mean = 3.60*, SD =1.31*), Performance Appraisals (X_3 : mean = 3.338*, SD =1.28*) and Compensation and rewards (X_4 : mean = 3.27*, SD =1.30*) respectively. In this cases they were not agreed to remaining three such drivers' viz. recruitment and selection, training and development and motivation by mean and standard deviation score (X_1 : mean = 3.12*, SD =1.4*), (X_2 : mean = 3.07*, SD =1.29*) and (X_5 : mean = 3.14*, SD =1.34*) respectively. The HRM practices are continuous, systematic and strategy oriented as shown by a mean 3.2633* and a standard deviation of 1.3278* and that functions are essential for changing of employee attitudes and behavior (Y). The mean values and standard deviation reflected conformity of respondent's perception about these impacts of human resource management practices on employee attitudes and behavior.

5.3 Relationship of Recruitment and Selection, Training and Development, Performance Appraisals, Compensation and rewards, Motivation and Maintenance (($X_1, X_2, X_3, X_4, X_5,$ and X_6) with Employee Attitudes and Behavior (Y))

Table-2: Relationship of Recruitment and Selection, Training and Development, Performance Appraisals, Compensation and rewards, Motivation and Maintenance ($X_1, X_2, X_3, X_4, X_5,$ and X_6) with Employee Attitudes and Behavior (Y)

	Pearson Correlation (Sig)		Pearson Correlation (Sig)		Pearson Correlation (Sig)		Pearson Correlation (Sig)		Pearson Correlation (Sig)		Pearson Correlation (Sig)	
	X_1	Sig.	X_2	Sig.	X_3	Sig.	X_4	Sig.	X_5	Sig.	X_6	Sig.
Y	.003*	.976										
Y			.621**	0.000								
Y					.220*	0.028						
Y							.775**	0.000				
Y									.815**	0.000		
Y											.479**	0.000

*. Correlation is significant at the 0.05 level (2-tailed).

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

The result revealed that Human Resource Management (HRM) Practices have a significant impact on Employee Attitudes and Behavior (Y). The above table depicts the correlation among intermediary variables. It can be noticed that the highest correlation ($r = 0.815, p < 0.01$) exist between Motivation (X_5) and Employee

Attitudes and Behavior (**Y**). **X₅** is highly correlated with (**Y**), it means that increase in Motivation (**X₅**) of HR practices increases the Employee Attitudes and Behavior (**Y**). So, it rejects the null hypothesis for **H₉**.

The result revealed a significant positive relationship between Training and Development (**X₂**) and Employee Attitudes and Behavior (**Y**) with value of ($r = 0.621, p < 0.01$), Performance Appraisals (**X₃**) and Employee Attitudes and Behavior (**Y**) with value of ($r = 0.220, p < 0.028$), Compensation and rewards (**X₄**) and Employee Attitudes and Behavior (**Y**) with value of ($r = 0.775, p < 0.01$), Maintenance (**X₆**) and Employee Attitudes and Behavior (**Y**) with value of ($r = 0.479, p < 0.01$). It encompasses that increases in (**X₂**), (**X₃**), (**X₄**), (**X₆**) of HR practices increases the (**Y**).

Therefore, the hypothesis stated that Recruitment and Selection, Training and Development, Performance Appraisals, Compensation and rewards, Motivation and Maintenance ((**X₁**, **X₂**, **X₃**, **X₄**, **X₅**, and **X₆**) is statistically related to the Employee Attitudes and Behavior (**Y**) in this study. As a result, the alternative hypothesis of **H₃**, **H₅**, **H₇**, and **H₁₁** is accepted. The Alternative-hypothesis of recruitment and selection has no relation with employee attitudes and behavior as the value of the significance level 0.976 related to p-value was greater than 0.05 ($0.976 > 0.05$), suggesting that the hypothesis for **H₁** is rejected.

5.4 Impact of Recruitment and Selection, Training and Development, Performance Appraisals, Compensation and rewards, Motivation and Maintenance (X₁, X₂, X₃, X₄, X₅, and X₆) on Employee Attitudes and Behavior (Y)

Table-3: Impact of Recruitment and Selection, Training and Development, Performance Appraisals, Compensation and rewards, Motivation and Maintenance (X₁, X₂, X₃, X₄, X₅, and X₆) on Employee Attitudes and Behavior (Y)

	Model Summary				Model Summary				Model Summary				Model Summary				Model Summary								
	(1)				(2)				(3)				(4)				(5)				(6)				
	(X ₁)				(X ₁ , (X ₂)				(X ₁ , (X ₂ , (X ₃)				(X ₁ , (X ₂ , (X ₃ , (X ₄)				(X ₁ , (X ₂ , (X ₃ , (X ₄ , (X ₅)				(X ₁ , (X ₂ , (X ₃ , (X ₄ , (X ₅ , (X ₆)				
Y	R	R ²	(Adj) R ²	SE	R	R ²	(Adj) R ²	SE	R	R ²	(Adj) R ²	SE	R	R ²	(Adj) R ²	SE	R	R ²	(Adj) R ²	SE	R	R ²	(Adj) R ²	SE	
		.003 ^a				1.01	.639 ^c			.748	.878 ^e			.660	.771			.634					.756		
		.000				.374				.409				.660	.771							.756			
			-.010			.386				.390				.674	.759							.771			
				1.29		.621 ^b				1.00	.821 ^d				.630	.878 ^f						.771			

- a. Predictors (Constant): (X₁).
- b. Predictors (Constant): (X₁), and (X₂).
- c. Predictors (Constant): (X₁), (X₂) and (X₃).
- d. Predictors (Constant): (X₁), (X₂), (X₃) and (X₄).
- e. Predictors (Constant): (X₁), (X₂), (X₃), (X₄) and (X₅).
- f. Predictors (Constant): (X₁), (X₂), (X₃), (X₄), (X₅) and (X₆).
- g. Dependent Variable: (Y)

The model summary of regression analysis consists of the values of R, R square, adjusted R square, standard error of the estimates. R called the Pearson R. Pearson R is equal to the R². R² is used to determine the model fitness. The coefficient of determination is also called R square. R² is equal to the regression divided by the total sum of a square which is given in ANOVA Table. The coefficient of determination (R²) and correlation coefficient (R) shows the degree of association between the various HRM practices (Recruitment and Selection (X₁), Training and Development (X₂), Performance Appraisals (X₃), Compensation and rewards (X₄), Motivation (X₅) and Maintenance (X₆) and Employee attitudes and behavior (Y).

R square is used to determine the variation in dependent variable that is explained by independent variables. The standard error of the estimate is a measure of the accuracy of predictions. The value of R^2 shows how much the independent variables explain the variance of the dependent variable (**Y**), upon this idea HRM practices (**X₁**, **X₂**, **X₃**, **X₄**, **X₅**, and **X₆**) explains the percentage of the variance of (**Y**).

The result of the table revealed there is no statistically significant impact of Recruitment and Selection (**X₁**) on Employee attitudes and behavior (**Y**). The result of the linear regression indicates that ($R = 0.003$, $R^2 = 0.000$, $\text{adj } R^2 = -.010$ and $SE = 1.290$). This is an indication there is no relationship between (**X₁**) and (**Y**) in organizations. The result also showed that zero percent (0%) of the variance in Employee attitudes and behavior could be attributed to Recruitment and Selection (**X₁**). Again, the result of the table revealed a statistically significant impact of Recruitment and Selection (**X₁**), Training and Development (**X₂**) on Employee attitudes and behavior (**Y**). The result of the linear regression indicates that ($R = 0.621$, $R^2 = 0.386$, $\text{adj } R^2 = 0.374$ and $SE = 1.010$). This is an indication there is the relationship between (**X₁**), (**X₂**) and (**Y**) in organizations. The result also showed that (38%) of the variance in Employee attitudes and behavior could be attributed to (**X₁**), (**X₂**).

Added that, the result of the table revealed a statistically significant impact of Recruitment and Selection (**X₁**), Training and Development (**X₂**), Performance Appraisals (**X₃**) on Employee attitudes and behavior (**Y**). The result of the linear regression indicates that ($R = 0.639$, $R^2 = 0.409$, $\text{adj } R^2 = 0.390$ and $SE = 1.000$). This is an indication there is relationship between (**X₁**), (**X₂**), (**X₃**) and (**Y**) in organizations. The result also showed that (40%) of the variance in Employee attitudes and behavior could be attributed to (**X₁**), (**X₂**), (**X₃**). Also added that result of the table revealed a statistically significant impact of Recruitment and Selection (**X₁**), Training and Development (**X₂**), Performance Appraisals (**X₃**), Compensation and rewards (**X₄**) on Employee attitudes and behavior (**Y**). The result of the linear regression indicates that ($R = 0.821$, $R^2 = 0.674$, $\text{adj } R^2 = 0.660$ and $SE = 0.748$). This is an indication there is the relationship between (**X₁**), (**X₂**), (**X₃**), (**X₄**) and (**Y**) in organizations. The result also showed that (67.4%) of the variance in Employee attitudes and behavior could be attributed to (**X₁**), (**X₂**), (**X₃**), (**X₄**).

Furthermore, the result of the table revealed a statistically significant impact of Recruitment and Selection (X_1), Training and Development (X_2), Performance Appraisals (X_3), Compensation and rewards (X_4), Motivation (X_5) on Employee attitudes and behavior (Y). The result of the linear regression indicates that ($R = 0.878$, $R^2 = 0.771$, $\text{adj } R^2 = 0.759$ and $SE = 0.630$). This is an indication there is the relationship between (X_1), (X_2), (X_3), (X_4), (X_5) and (Y) in organizations. The result also showed that (77.1%) of the variance in Employee attitudes and behavior could be attributed to (X_1), (X_2), (X_3), (X_4), (X_5). However, result of the table revealed a statistically significant impact of Recruitment and Selection (X_1), Training and Development (X_2), Performance Appraisals (X_3), Compensation and rewards (X_4), Motivation (X_5), Maintenance (X_6) on Employee attitudes and behavior (Y). The result of the linear regression indicates that ($R = 0.878$, $R^2 = 0.771$, $\text{adj } R^2 = 0.756$ and $SE = 0.634$). This is an indication there is the relationship between (X_1), (X_2), (X_3), (X_4), (X_5), (X_6) and (Y) in organizations. The result also showed that (77.1%) of the variance in Employee attitudes and behavior could be attributed to (X_1), (X_2), (X_3), (X_4), (X_5), (X_6).

Finally, according to table of model summary, 77.1% variation in Employee attitudes and behavior (Y) due to the independent predictors of Recruitment and Selection (X_1), Training and Development (X_2), Performance Appraisals (X_3), Compensation and rewards (X_4), Motivation (X_5) and Maintenance (X_6). Rest of the 22.9% variation in employee attitudes and behavior is explained by other prominent drivers that are not the part of this study (Further research).

5.5 ANOVA

Table-4: ANOVA

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	125.901	6	20.984	52.166	.000 ^a
	Residual	37.409	93	.402		
	Total	163.310	99			
a. Predictors (Constant): (X_1), (X_2), (X_3), (X_4), (X_5) and (X_6). b. Dependent Variable: (Y)						

The result of the ANOVA test reveals that the model is statistically significant that analyzed the impact of Human resource management

(HRM) practices (X_1), (X_2), (X_3), (X_4), (X_5) and (X_6) on Employee attitudes and behavior (Y). The above model demonstrates that the significant level is less than 0.05 or (5%) that is sign of approval that there exists a relationship between Employee attitudes and behavior and HRM practices that the model is reliable to predict the impact of Human resource management (HRM) practices (X_1), (X_2), (X_3), (X_4), (X_5) and (X_6) on Employee attitudes and behavior (Y).

5.6 Coefficients of Variables

Findings, as indicated in the table above, shows that the coefficient table includes unstandardized coefficient (beta and std. error) and also include standardized coefficient (beta) t- value and significance. Beta value is value of Y it means value of dependent variable that is Employee Attitude and Behavior (EAB) when there is one unit change in independent variables Recruitment and Selection (X_1), Training and Development (X_2), Performance Appraisals (X_3), Compensation and rewards (X_4), Motivation (X_5) and Maintenance (X_6) it would change in dependent variable. t -Value is significant at 95 % confidence level that we are confident Employee Attitude and Behavior (Y) is affected by these independent variables. X_5 , X_4 , and X_2 are positively significant at 95% with t value 6.265, 5.197 and 2.271 respectively. It means the most significant independent variable which contributes on dependent variable of (Y) are Motivation (X_5 : $\beta_5 = 0.444$; $t_5 = 6.265$; $p < 0.05$), Compensation and rewards (X_4 : $\beta_4 = 0.377$; $t_4 = 5.197$; $p < 0.05$) and Training and Development (X_2 : $\beta_2 = 0.144$; $t_2 = 2.271$; $p < 0.05$).

The result of the table revealed a statistically significant impact of Recruitment and Selection, Training and Development, Performance Appraisals, Compensation and rewards, Motivation, Maintenance on Employee attitudes and behavior. Motivation, Compensation and rewards and training and development were proved to be the strongest predictors (X_5 , X_4 , X_2 , and X_6) of Employee attitudes and behavior (Y) followed by Recruitment and Selection and Performance Appraisals (X_1 , and X_3).

Table-5: Coefficients^a

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.337	.267		1.261	.211
	X ₁	-.014	.047	-.015	-.292	.771
	X ₂	.144	.063	.145	2.271	.025
	X ₃	-.007	.052	-.007	-.139	.890
	X ₄	.377	.073	.385	5.197	.000
	X ₅	.444	.071	.466	6.265	.000
	X ₆	.009	.062	.009	.141	.888

Table shows that standardized beta coefficient of Recruitment and Selection (X₁) with the individual value of $\beta_1 = -0.014$, $t = -0.0292$ and p-value > 0.05 (reject H₁), Training and Development (X₂) with the individual value of $\beta_2 = 0.144$, $t = 2.271$ and p-value < 0.05(accept H₄), Performance Appraisals (X₃) with the individual value of $\beta_3 = -0.007$, $t = -0.139$ and p-value > 0.05 (reject H₃), Compensation and rewards (X₄) with the individual value of $\beta_4 = 0.377$, $t = 5.197$ and p-value < 0.05(accept H₄), Motivation Selection (X₅) with the individual value of $\beta_5 = 0.444$, $t = 6.265$ and p-value < 0.05 (accept H₅), Maintenance Selection (X₆) with the individual value of $\beta_6 = 0.009$, $t = 0.141$ and p-value > 0.05 (reject H₆).

5.7 Multiple Regressions

The linear regression model is therefore: $Y = \beta_0 + \beta_1 * X_1 + \beta_2 * X_2 + \beta_3 * X_3 + \beta_4 * X_4 + \beta_5 * X_5 + \beta_6 * X_6 + \mu$

Where,

Y = Dependent variables= Employee Attitude and Behavior (EAB)

X= Independent Variable,

X₁= Recruitment and Selection (ST)

X₂= Training and Development (TD)

X₃= Performance Appraisals (PA)

X₄ = Compensation and rewards (CR)

X₅ = Motivation (MV)

X₆ = Maintenance (MT)

B₀= Intercept

μ = Error terms

The linear regression model is therefore: $Y = \beta_0 + \beta_1 * X_1 + \beta_2 * X_2 + \beta_3 * X_3 + \beta_4 * X_4 + \beta_5 * X_5 + \beta_6 * X_6 + \mu$

$$Y = 0.337 + (-0.014) * X_1 + 0.144 * X_2 + (-0.007) * X_3 + 0.377 * X_4 + 0.444 * X_5 + 0.009 * X_6 + \mu$$

There are positive ingredient which reveals that an increase in the adoption of Human Resource Management Practices ($X_1, X_2, X_3, X_4, X_5,$ and X_6) leads to impact on Employee attitudes and behavior (Y).

In table shows that the relationship between one dependent variable of Employee attitudes and behavior (Y) and six independent variables ($X_1, X_2, X_3, X_4, X_5,$ and X_6) that have some impact on the Employee attitudes and behavior (Y). Here from the regression model reveals that from the six independent variables, among them four independent variables are positively correlated and remaining 2 are less correlated to the dependent variables. It denotes that these two factors have no significant impact on the Employee attitudes and behavior.

Based on statistical significant consideration, from the analysis β_1, β_3 and β_6 we find that all p-values > 0.05 so there is no statistically significant relationship between Employee attitudes and behavior (Y) and Recruitment and Selection, Performance Appraisals, Maintenance ($X_1, X_3,$ and X_6), so we accept the null hypothesis of H_1, H_3, H_6 . Besides, from the analysis $\beta_2, \beta_4,$ and β_5 we find p-values < 0.05 so there is statistically significant relationship between Employee attitudes and behavior (Y) and Training and Development, Compensation and rewards and Motivation ($X_2, X_4,$ and X_5) so we accept the alternative hypothesis of $H_2, H_4,$ and H_5 .

6. IMPLICATIONS

At the general level, the fundamental purpose of this study is to develop a practical, as well as theoretically, sound model, illustrating a link between HRM practices and employee attitudes and behavior within the manufacturing industry in Bangladesh. This would help academicians and practitioners understand how the interrelationship between business strategy and HRM practices bring effects on employee attitudes and behavior. Although numerous studies have shown a positive relationship between HRM practices and employee outcomes, few have studied this thoroughly. This study has addressed

several methodological challenges. The empirical results presented support the view that an effective and integrated HR policy can provide a competitive edge to Bangladeshi companies. The past research has pointed out that HRM in Bangladesh is hierarchical and control oriented, resulting in low level of participation and trust between management and employees. Training and development of employees is considered as cost and little importance is given to training and development. This HR system has resulted in low level productivity, low quality of products and hence lower performance. Still from the findings of this study it is evident that manufacturing companies who have adopted progressive HRM practices in a systematic and integrated way are experiencing the significant impact in the employee's behavioral outcomes like employee attitudes and behavior. This has led to significant variations in the overall performance of the companies. The important thing is to adopt the HR practices in a way that leads to positive behavioral outcomes.

7. CONCLUSIONS AND RECOMMENDATIONS

This study gives the summary of the findings based on objectives of the study in relation to the empirical literature. Based on the above findings, the study concludes that human resource management practices effects on employee attitudes and behavior. The findings indicate strongly that employee attitudes and behavior which is integrated into recruitment and selection, training and development, Performance Appraisals, Compensation and rewards, Motivation and Maintenance have a greater impact on the employees. In light of these observations, the study recommends that since there is a strong and linear relationship between human resource management practices and employee attitudes and behavior. The first objective is to assess the extent to which recruitment and selection as a component of Human Resource Management (HRM) Practice influence the attitudes and behavior of employee within the organizations. Here the correlation analysis shows that HRM practices have a positive and low degree of relation with employee attitudes and behavior. While regarding the statistical analysis it can be concluded that the maximum correlation ($r = .815$) exists between MV and EAB, followed by the association ($r = .775$) between CR and EAB; TD and EAB ($r =$

.621); and MT and EAB ($r = .479$). All the Correlation between the independents and dependent variable was significant at the 0.01 & 0.05 level.

Therefore, Hypothesis 1 of this study wasn't rejected. The second objective is to explore how training and development as the best ingredient of Human Resource Management (HRM) Practice influence the attitudes and behavior of employee within the organizations. The value of R^2 denotes that 38.6 percent of the observed variability in employee attitudes and behavior can be explained by the HR practices namely ST. The remaining 61.6 percent is not explained which means that the rest 61.6 percent of the variation of EAB is related to other variables which are not depicted in the model 2. The third objective is to establish how Performance Appraisals as a limb of Human Resource Management (HRM) Practice influences the attitudes and behavior of employee within the organizations. Performance Appraisals practice on its employee attitudes and behavior the regression analysis of PA the value of t is -0.139 ($p=0.890$, $p<0.01$) shows there isn't a significant impact on attitudes and behavior of an employee. The fourth objective is to examine to what extent does Compensation and rewards as a best practice of Human Resource Management (HRM) influences attitudes and behavior of employee within the organizations. CR, the t value is 5.197 ($p=.000$, $p<0.01$). Even though there is a positive and marked degree of correlation but the relationship was significant. Therefore, Hypothesis 7 is supported. The fifth objective is to determine the extent to which Motivation as a most valuable component of Human Resource Management (HRM) Practice influences the attitudes and behavior of employee within the organizations, MV the value of t is 6.265 ($p=.000$, $p<0.01$) this shows motivation has a significant positive impact on employee attitudes and behavior. Also, to assess the extent to which Maintenance as an arm of Human Resource Management (HRM) Practice influences the attitudes and behavior of employee within the organizations, MT the value of t is 0.141. The study revealed that an HRM practice has significant impact on employee attitudes and behavior. It has been found that employee attitudes and behavior can be attributed to HRM practices including recruitment and selection, training and development, performance appraisal, and compensation and rewards, motivation and maintenance. Based on

the results, the researcher concluded that the effectiveness of implementing HR practices in the organizations does indeed have a major impact towards the employee attitudes and behavior. The findings show that HR practices have an impact of nearly 77.1(%) percent on employee attitudes and behavior. Thus, this form of analysis could help organizations to realize and be more aware of the importance of human resource practices and the need to integrate with an organizational strategic plan. The regression analysis shows that three main HR practice seems to have the highest influence on employee attitudes and behavior into this study like motivation, compensation and rewards and training and development. This study has an addition to earlier research efforts in understanding the relationship between employee attitudes and behavior and HRM practices also the study provides new dimensions in the research of organization. Statistically significant correlations and regression results were indicated that different HRM practices, such as recruitment & selection, training & development, performance appraisal compensation and rewards, motivation and maintenance system are significantly related and make positive contributions towards employee attitudes and behavior.

Based on the findings, the researcher therefore recommends that there is need for the manufacturing firm to continue in improving on the aspects of HRM practices, such as ; recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance for enhancement of employees' morale and performance. These improvements would lead positive and strong employee attitudes and behavior within the organization as well as outside the organizations.

8. RESEARCH LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Every research investigation has its limitations; this study has some research limitations that relate to the sampling, the research instruments, and the data analysis strategy. However, the number of non-responses is a limitation of survey-based research. Though the estimated results of the current research mainly support the current model, there are some restrictions that must be taken into account

there may be some sort of bias of the data. This research has been dealing with one sector only and one organizational form. In fact, it is not possible to determine the characteristics of the employees who did not participate in the study. It is suggested that these results should be generalized carefully as it may not be true for all manufacturing employees of Bangladesh.

There are number of directions for future research that arise from the results and findings of this study. Future research can expand the current study in number of ways: The focus of this study is on quantitative methodology using a survey questionnaire. Future research could utilize other research methodological techniques including qualitative methods e.g. case study approach, or mixed methods approach to explore the results reported in this study in more depth. Future Study also need to integrate other factors to develop a new model of human resource management practices such as organizational learning and organizational capacities.

REFERENCES

1. Absar, N. (2011). Recruitment and selection practices in manufacturing firms in Bangladesh. *The Indian Journal of Industrial Relations*, 47(3), 434–449
2. Absar, N., & Mahmood, M. (2010). New HRM practices in the public and private sectors enterprises in Bangladesh: A comparative assessment. *International Review of Business Research Papers*, 7(2), 118–136
3. Absar, N., Amran, A., & Nejati, M. (2014). Human capital reporting: Evidences from the banking sector of Bangladesh. *International Journal of Learning and Intellectual Capital*, 11(3), 244–258
4. Absar, N., Amran, A., & Nejati, M. (2014). Human capital reporting: Evidences from the banking sector of Bangladesh. *International Journal of Learning and Intellectual Capital*, 11(3), 244–258
5. Ahmed, Faruq, and Bhuiyan, Mohammad, Moqbul, Hossen, (2002), “Experiences of Bangladeshi Companies in Strategic Human Resource Management”, *Dhaka University Journal of Business Studies*, Vol. XX111, No. 1, June, 2002, ISSN 1682-2498. pp. 97- 106.
6. Arthur, W. B. (1994). *To Increasing Returns and Path Dependence in the Economy*, W. Brian Arthur, University of Michigan Press.

7. Ather, S. M., & Solaiman, M. (1995). Human resource development practices in Bangladesh - A study on some selected firms in Chittagong. *Chittagong University Studies, XI*, 19-37.
8. Azim, T., & Haque, M. M. (2006). *A survey on practices of performance appraisal in Bangladesh*. Paper presented at the conference on Combating Management Challenges in a New Renaissance, Chittagong, Bangladesh.
9. Bhatti, K. K., & Qureshi, T. M. (2007). Impact of Employee Participation on Job Satisfaction, Employee Commitment and Employee Productivity. *International Review of Business ...*, 3(2), 54–68.
10. Bhuiyan, S. M. S. U., & Taher, M. A. (1998). Performance appraisal - An analysis of challenges, myths, & realities. *The Chittagong University Journal of Commerce, 14*, 95-110.
11. Bondarouk, T. V., & Ruël, H. J. M. (2009). Electronic Human Resource Management: challenges in the digital era. *The International Journal of Human Resource Management, 20*(3), 505–514.
12. Boselie, P., Dietz, G. & Boon, C. (2005). Commonalities and contradictions in HRM and performance research. *Human Resource Management Journal, 15*, 67-94.
13. Chen, K. G., Valencia, J. C., Gillet, J. P., Hearing, V. J., & Gottesman, M. M. (2009). Involvement of ABC transporters in melanogenesis and the development of multidrug resistance of melanoma. *Pigment Cell and Melanoma Research*.
14. Chowdhury, S., & Mahmood, M. (2012). Societal institutions and HRM practices: An analysis of four multinational subsidiaries in Bangladesh. *The International Journal of Human Resource Management, 23*(9), 1808–1831.
15. Chowdhury, S., & Mahmood, M. (2012). Societal institutions and HRM practices: An analysis of four multinational subsidiaries in Bangladesh. *The International Journal of Human Resource Management, 23*(9), 1808–1831.
16. Collins, P. H. (2004). *Black sexual politics: African Americans, gender, and the new racism. Black Sexual Politics: African Americans, Gender, and the New Racism*.
17. Condit, R., Ashton, P. S., Baker, P., Bunyavejchewin, S., Gunatilleke, S., Gunatilleke, N., ... Yamakura, T. (2000). Spatial patterns in the distribution of tropical tree species. *Science (New York, N.Y.)*, 288(5470), 1414–1418.
18. Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency,

- and configurational performance predictions. *Academy of Management Journal*, 39(4), 802–835.
19. DeToro, I., & McCabe, T. (1997). How to Stay Flexible and Elude Fads. *Quality Progress*, 30(3), 55–60.
 20. Festinger, T. (1996). Going home and returning to foster care. *Children and Youth Services Review*, 18(4–5), 383–402.
 21. Griffin, R.W. (2002). *Management*. New York: Houghton Mifflin Company.
 22. Guest, D. E. (2011). Human resource management and performance: still searching for some answers. *Human Resource Management Journal*, 21, 3-13.
 23. Guthrie, J. P. (2001). High-involvement work practices, turnover, and productivity: evidence from new zealand. *Academy of Management Journal*, 44(1), 180–190.
 24. Hamid, R., & Saifuddin, S. M. (1998). Performance appraisal: A case study of IFIC Bank. *Journal of Management*, 1, 2, 3, &4(1), 1-25.
 25. Holzer, H. J. (1987). Informal Job Search and Black Youth Unemployment. *American Economic Review*, 77(3), 446–452.
 26. Huselid, M. A. (1995). The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance. *Academy of Management Journal*, 38, 635–672.
 27. Ichheiser, G. (1949). Misunderstandings in human relations: a study in false social perception. *American Journal of Sociology*, 55(2 (Suppl.)), 1–70.
 28. ILO (2013). Bangladesh: *Seeking better employment condition for better socio-economic outcomes*. Studies on Growth with Equity Report, ILO Dhaka Office, Bangladesh.
 29. Islam, S. (1982). Management development in public enterprises in Bangladesh. In I. H. Khan, S. Ali, & S. Mozina (Eds.), *Management training & development in public enterprises in developing countries* (pp.86-95). Yugoslavia :ICPE.
 30. Khan, M. A., & Jahur, S. (2007). Human resource development practices in some selected business enterprises in Bangladesh: An explanatory study. *Indonesian Management & Accounting Research*. 6(1), 16-32.
 31. Khan, S. (2013). *High performance work systems in the context of the banking sector in Bangladesh*. Unpublished PhD thesis, La Trobe University, Australia.
 32. Konovsky, M. A., & Organ, D. W. (1996). Dispositional and contextual determinants of organizational citizenship behavior. *Journal of Organizational Behavior*, 17(3), 253–265.

33. Macky, K., & Boxall, P. (2007). The relationship between “high-performance work practices” and employee attitudes: an investigation of additive and interaction effects. *The International Journal of Human Resource Management*, 18(4), 537–567.
34. Mahmood, M. (2008). Sharing the Pie: Trade unions and multinational in Bangladesh. *Sri Lankan Journal of Human Resource Management*, 2(1), 28–45.
35. Mahmood, M., & Akhter, S. (2011). Training and development in Bangladesh. *International Journal of Training and Development*, 15(4), 306–321
36. Mia, K., & Hossain, M. (2014). A comparative study of HRM practices between foreign and local garment companies in Bangladesh. *South Asian Journal of Human Resource Management*, 1(1), 67–89
37. Milkovich, G. T., Gerhart, B., & Hannon, J. (1991). The effects of research and development intensity on managerial compensation in large organizations. *Journal of High Technology Management Research*, 2(1), 133–150.
38. Mohiuddin, Mohammad and Mahmood, Monowar, Hossain, (2001), “Personnel to Human Resource Management”, *Dhaka University Journal of Business Studies*, Vol. XX11, No. 2, December, 2001, ISSN 1682-2498. pp. 53- 65.
39. Moyeen, AFM, Abdul and Huq, Afreen, (2001), “Human Resource Management Practices in Business Enterprises in Bangladesh”, *Dhaka University Journal of Business Studies*, Vol. XX11, No.2, December 2001, ISSN 1682-2498. pp. 29-35.
40. Moyeen, AFM, Abdul and Huq, Afreen, (2001), “Human Resource Management Practices in Business Enterprises in Bangladesh”, *Dhaka University Journal of Business Studies*, Vol. XX11, No.2, December 2001, ISSN 1682-2498. pp. 29-35.
41. Ostroff, C., & Bowen, D. E. (2000). Moving HR to a higher level: HR practices and organizational effectiveness. *Multilevel Theory, Research, and Methods in Organizations: Foundations, Extensions, and New Directions.*, (October 2012), 211–266.
42. Pfeffer, J. (1994). Competitive Advantage through People. *California Management Review*, 36(2), 9–28.
43. PwC (2015). *The world in 2050: Will the shift in global economic power continue?* London: Price water house Coopers.
44. Rotundo, M., & Sackett, P. R. (2002). The relative importance of task, citizenship, and counterproductive performance to global ratings of job performance: A policy-capturing approach. *Journal of Applied Psychology*, 87(1), 66–80.

45. Ryan, A. M., Schmit, M. J., & Johnson, R. (1996). Attitudes and effectiveness: Examining relations at an organizational level. *Personnel Psychology*, 49(4), 853–882.
46. Singh, K. (2004). Impact of HR practices on perceived firm performance in India. *Asia Pacific Journal of Human Resources*, 42(3), 301–317.
47. Singh, S. K., Hawkins, C., Clarke, I. D., Squire, J. A., Bayani, J., Hide, T., ... Dirks, P. B. (2004). Identification of human brain tumour initiating cells. *Nature*, 432(7015), 396–401.
48. Smith, K. G., Smith, K. A., Olian, J. D., Sims Jr., H. P., O'Bannon, D. P., & Scully, J. a. (1994). Top Management Team Demography and Process: The Role of Social Integration and Communication. *Administrative Science Quarterly*, 39(3), 412–438.
49. Storey, E. P., Tan, S. M., Collett, M. J., & Walls, D. F. (1995). Storey et al. reply: Complementarity and uncertainty. *Nature*.
50. Targowski, A. S., & Deshpande, S. P. (2001). The utility and selection of an HRIS. *Advances in Competitiveness Research*, 9(1), 42–56.
51. Terry, D. B., Theimer, M. M., Petersen, K., Demers, A. J., Spreitzer, M. J., & Hauser, C. H. (1995). Managing update conflicts in Bayou, a weakly connected replicated storage system. *ACM SIGOPS Operating Systems Review*, 29(5), 172–182.
52. Van Buren, H. J., Greenwood, M., & Sheehan, C. (2011). Strategic human resource management and the decline of employee focus. *Human Resource Management Review*, 21(3), 209–219.
53. Wickramasinghe, V., & Gamage, A. (2011). High-involvement work practices, quality results, and the role of HR function. *The TQM Journal*, 23(5), 516–530.
54. Wilkinson, A., Godfrey, G., & Marchington, M. (1997). Bouquets, brickbats and blinkers: Total quality management and employee involvement in practice. *Organization Studies*, 18(5), 799–819.