

A review Study on Human Resource Practices and Their Impact on Organizational Performance

Khalifa Abdalla Rahouma Kashtia, Dr. Pradhyuman Singh Lakhawat

Joseph School of Business Studies, SHUATS Allahabad -209305 (U.P)

Joseph School of Business Studies, SHUATS Allahabad -209305 (U.P)

Corresponding Author: Khalifa Abdalla Rahouma Kashtia

Abstract: *The purpose of this research paper is to examine, the job satisfaction act as mediator variable mediator between employee intelligence and organizational structure. In this paper organizational structure is the dependent variable; employee intelligence is the independent variable and job satisfaction act as mediator. The results of this study are drawn on the bases of available literature. The results showed that there is a significant positive relationship among employee intelligence and job satisfaction; and there is a significant positive relationship among job satisfaction and organizational structure. In addition, there is no direct link exists between organizational structure and employee intelligence. There is an indirect relation occurs among organizational commitment and employee intelligence that is mediated with job satisfaction.*

Keywords: *Human Resource Practices, Impact Of HR Practices, Job Satisfaction, and Organizational Performance*

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I. Introduction

Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, for example pay practice, quality of one's relationship with their supervisor, quality of the physical environment in which they work whereby turnover refers to the characteristic of a given company or industry, relative to rate at which an employer gains and losses staff. For example, if an employer is said to have a high turnover, it means that employees of that company have a shorter tenure than those of other companies in that same industry. Job satisfaction and turnover are basically related by which job satisfaction has directly effect on the turnover. Vast literatures exist on the relationships between two variables as mentioned. Pierce, Hazel, and Mion (1996) examine the effect of a professional practice model (PPM) on nurses' job satisfaction and 42 turnover. They employ the implementation of a PPM as the characteristics of participative decision making; control over work practices; organizational supportiveness; collegial relationships; open, multilevel communication; and rewards linked to clinical proficiency. The results of their study affirm the significantly correlated with increased job satisfaction and lower turnover rates among staff nurse in rehabilitation hospital. In fact, as a result of their study give an idea about the existent relationship between job satisfaction and turnover.

Moreover, job satisfaction is generally believed a higher job satisfaction is associated with increased productivity, lower absenteeism, and lower employee turnover (Hackman & Oldham, 1975). Wong (1989) explores the impact of job satisfaction on intention to change jobs among secondary school teachers in Hong Kong. His study affirms that low in teachers' job satisfaction tend to have low level of commitment and productivity. Moreover, teachers respond prepared to leave teaching if a job alternative of offering a higher salary became available. In other word, lower in teachers' job satisfaction significant predictors of teachers' intention to leave the teaching profession. There is a longstanding interest in the relationship between job satisfaction and turnover, Griffeth, Hom and Gaertner (2000) give precisely a negative association between job satisfaction and staff turnover. In addition, Glance, Hogg and Huberman (1997) mentioned the relationship between turnover and productivity asserted that the lower turnover is positively correlated with productivity. Amah (2009) stressed that job satisfaction was found to have a direct negative relationship with turnover intention. These results indicate that the effect of job satisfaction on turnover can be enhanced in two ways; namely, when employees find congruence between their job and their self identity, and when involvement in such jobs enhances their overall life satisfaction. On the other hand, turnover can be considered as cost of running a business. As mentioned by Khilji and Wang (2007) reported that the impacts of labor turnover on a hotel's bottom line could be classified into direct costs and indirect costs. Direct costs are essentially financial consequences that include administrative costs as a result of increased recruitment and training expenditure of new employees.

1.2 Human Resource Management Practice

In the organizations or firms, human resource management (HRM) practices as a mediator between HRM strategy and HRM outcome. Sheppeck and Militello (2000) focus HRM strategy into four groups: employment skill and work policies, supportive environment, performance measurement and reinforcement and market organization whereby Guest (1997) divides in to three categories: differentiated on innovation, focus on quality and cost-reduction. However, there are many definitions in previously researches on HRM strategy, but all strategies used to achieve the same organizational goal through HRM practices. Sivasubramanian and Kroeck (1995) verify the various perspective of human resource management as the concept of fit or integration. Based on Guest (1997) suggests the various types of human resource management can be classify in two dimensions as internal and external fit. External fit explain HRM as strategic integration whereby internal fit as an ideal of practices. Several of researches try to examine which fit is appropriately. Youndt et al., (1996) who observe the external fit, their result shows more particular fit between high performance HRM practices and quality strategy. Stavrou-Costea (2005) also argued that the effective human resource management can be the main factor for the success of a firm. As supported by Lee and Lee (2007) HRM practices on business performance, namely training and development, teamwork, compensation/incentive, HR planning, performance appraisal, and employee security help improve firms' business performance including employee's productivity, product quality and firm's flexibility.

Ruwan (2007) empirically evaluated six human resource (HR) practices (realistic job, information, job analysis, work family balance, career development, compensation and supervisor support) and their likely impact on the Marketing Executive Turnover. Results of regression showed that the HR practices on job analysis are strong predictors of Marketing Executive Turnover. A long the same line, Abang, May-Chiun and Maw (2009) two components of human resource (HR) practices namely, training and information technology have direct impact on organizational performance. In addition, Zaini, Nilufar and Syed (2009) four HRM practices showed that training and development, team work, HR planning, and performance appraisal have positive and significant influence on business performance. Altarawmneh and al-Kilani (2010) examine the impact of human resource management (HRM) practices on employees' turnover intentions. The results showed that job analysis had a significant effect on employees' turnover However, no statistical evidence was found regarding the effects of other HRM practices on employees' turnover intentions. The study suggests that incentive plans based on rewards, bonuses, salaries enhancement, and performance appraisal reports could be useful strategies to be reconsidered in the surveyed.

This paper utilizes HRM practices in specific internal fit as an ideal set of practices which identify three variables; supervision, job training, and pay practices believed to influence job satisfaction and toward turnover of the employees, as some of the practices of high the performance working system practices by previous HRM researchers such as Bradley, Petrescu and Simmons (2004).

1.3 Supervision

There are various interpretations of the term supervision, but typically is a management activity and supervisors have a management role in the organization. Supervision has essential to the organizations and firms since the supervisors have extensive knowledge of job requirements and also adequate opportunity to observe their employee. Normally, supervisors define as manager. Moreover, supervisors have something to gain from the employees' high performance and something to lose from low performance in order to have high productivity. There are some studies explained the relationships among supervision, job satisfaction and turnover.

According to Cumbey and Alexander (1998), verify the relationships between RN (registered nurse) job satisfaction and effective supervisory. In their results affirm that the effective supervisory on employee (registered nurse) is positively effect on job satisfaction. Bradley, Petrescu and Simmons (2004) investigate the impact of human resource management practices related to job satisfaction. They employ the supervision as independent variable and job satisfaction as dependent variable. The result gives the idea about the supervision, the workers are prefer to have closed supervision of work since they enjoy some visual assessment of their performance, suggesting that monitoring is desirable. Therefore, in their study reaffirms that there is positively associated between supervision and job satisfaction. Furthermore, Thobega (2007), measures the extent to which supervision experienced by agricultural education teachers in Iowa is related to job satisfaction and intention to remain in the teaching profession. They select the components of supervision included observation, pre-observation conferencing, post-observation conferencing, supervisor support, and supervisor guidance. The results demonstrate the supervision provide the positively correlated with job satisfaction. However, overall components are not useful predictors of agriculture teachers' job satisfaction of their intentions to remain in teaching. In other word, the results are not explicit the relationship between supervision and turnover. On the other hand, many studies attempt to find the relationship between supervision and turnover. Keashly and Jagatic (2000) give an idea about poor of supervision lead the dissatisfaction of workers or employees. Moreover, later

study by Karasek and Theorell (1990) finds that poor supervision not only caused the dissatisfaction of employees' work, but also turnover. In addition, Harmon et al., (2007) clarifies the control overwork practices which is supervision significantly correlated with increased job satisfaction and lower turnover rates among the workers.

Job satisfaction is the most widely researched job attitude and among the most extensively researched subjects in Industrial/Organizational Psychology (Judge & Church, 2000). Several work motivation theories have corroborated the implied role of job satisfaction. Work satisfaction theories, such as Maslow's (1943) Hierarchy of Needs, Herzberg's (1968) Two-Factor (Motivator-Hygiene) Theory, Adam's (1965) Equity Theory, Porter and Lawler's (1968) modified version of Vroom's (1964) VIE Model, Locke's (1969) Discrepancy Theory, Hackman and Oldham's (1976) Job Characteristics Model, Locke's (1976) Range of Affect Theory, Bandura's (1977) Social Learning Theory, and Landy's (1978) Opponent Process Theory, have tried to explain job satisfaction and its influence, .

Such expansive research has resulted in job satisfaction being linked to productivity, motivation, absenteeism/tardiness, accidents, mental/physical health, and general life satisfaction (Landy, 1978). A common theory within the research has been that, to an extent, the emotional state of an individual is affected by interactions with their work environment. People identify themselves by their profession, such as a doctor, lawyer, or teacher. Hence, an individual's personal well-being at work is a significant aspect of research (Judge & Klinger, 2007).

The most widely accepted theory of job satisfaction was proposed by Locke (1976), who defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1975). Job satisfaction has emotional, cognitive, and behavioral components (Bernstein & Nash, 2008). The emotional component refers to job-related feelings such as boredom, anxiety, acknowledgement and excitement. The cognitive component of job satisfaction pertains to beliefs regarding one's job whether it is respectable, mentally demanding / challenging and rewarding. Finally, the behavioral component includes people's actions in relation to their work such as tardiness, working late, faking illness in order to avoid work (Bernstein & Nash, 2008).

Job satisfaction refers to the positive attitudes or emotional dispositions people may gain from work or through aspects of work. Employees' job satisfaction becomes a central attention in the researches and discussions in work and organizational psychology because it is believed to have relationship with the job performance.

There are essentially two types of job satisfaction based on the level of employees' feelings regarding their jobs. The first, and most analysed, is global job satisfaction, which refers to employees' overall feelings about their jobs (e.g., "Overall, I love my job.") (Mueller & Kim, 2008). The second is job facet satisfaction, which refers to feelings regarding specific job aspects, such as salary, benefits, work hierarchy (reporting structure), growth opportunities, work environment and the quality of relationships with one's co-workers (e.g., "Overall, I love my job, but my schedule is difficult to manage.") (Mueller & Kim, 2008). According to Kerber and Campbell (1987), measurements of job facet satisfaction helps identify specific aspects of a job that require improvement. The findings may aid organizations in improving overall job satisfaction or in understanding organizational issues such as high turnover (Kerber & Campbell, 1987).

There are several myths regarding job satisfaction. One such myth is that a happy employee is a productive employee (Syptak et al., 1999). Research has offered little to support that a happy employee is productive, on the contrary, some research has suggested that casualness may creep in, shifting from productivity to satisfaction (Bassett, 1994). Hence, if there is a correlation, it is a weak one. Knowing that research does not support the idea that happiness and employee satisfaction creates higher production, why do I/O psychologists and organizations still attempt to keep employees happy? Many have pointed out that I/O psychologists research perspective moves beyond increasing the bottom line of an organization. Happy employees do not negatively affect productivity and can have a positive effect at workplace and on society at large. It also positively impacts the organization's brand image. Therefore, it still benefits all parties to have happy and satisfied employees. Another fallacy is that the pay is the most important factor in job satisfaction. In reality, employees are more satisfied when they enjoy the environment in which they work (Berry, 1997). An individual can have a high paying job and not be satisfied because it is boring and lacks sufficient stimulation. In fact, a low-paying job can be seen as satisfying if it is adequately challenging or stimulating. There are numerous factors that must be taken into consideration when determining how satisfied an employee is with his or her job, and it is not always easy to determine which factors are most important to each employee. Job satisfaction is very subjective for each employee and each situation being assessed.

1.4 Measures of Job Satisfaction

The following are measures of job satisfaction as outlined by Fields (2002):

1.4.1 Overall Job Satisfaction: Cammann, Fichman, Jenkins, and Klesh (1983) developed this measure as part of the Michigan Organizational Assessment Questionnaire (OAQ). In this measure three items are used to describe an employee's subjective response to working in the specific job and organization (Fields, 2002).

1.4.2 Job Descriptive Index (JDI): This was originally developed by Smith, Kendall, and Hulin (1969). There are 72 items in this index which assess five facets of job satisfaction which includes: the work, pay, promotions, supervision and co-workers. Through the combination of ratings of satisfaction with the facets, a composite measure of job satisfaction is determined. Roznowski (1989) updated the JDI to include work atmosphere, job content and work technology. A shorter 30-item version, was developed by Gregson (1990) based on 6 items which included work, pay, promotions, supervision and co-workers (Fields, 2002).

1.4.3 Global Job Satisfaction: Warr, Cook, and Wall (1979) developed this measure which includes 15 items to determine overall job satisfaction. Two sub-scales are used for extrinsic and intrinsic aspects of the job. The extrinsic section has eight items and the intrinsic has seven items (Fields, 2002).

1.4.4 Job Satisfaction Relative to Expectations: Bacharach, Bamberger, and Conley (1991) developed this measure. It assesses the degree "of agreement between the perceived quality of broad aspects of a job and employee expectations" (Fields, 2002, p. 6). It is most effective in determining how job stresses, role conflicts, or role ambiguities can hinder an employee from meeting job expectations (Fields, 2002).

1.4.5 Minnesota Satisfaction Questionnaire: The long form of this survey is made up of 100 questions based on 20 sub-scales which measure satisfaction with "ability, utilization, achievement, activity, advancement, authority, company policies and practices, compensation, co-workers, creativity, independence, moral values, recognition, responsibility, security, social service, social status, supervision-human relations, supervision-technical variety, and working conditions" (Fields, 2002, p. 7). There is a shorter version of the MSQ which consists of 20 items. This can also be separated into two sub-scales for intrinsic and extrinsic satisfaction.

1.4.6 Job in General Scale: This measure was developed by Ironson, Smith, Brannick, Gibson and Paul (1989). It consists of 18 items which describe global job satisfaction and can be used in conjunction with the JDI, which assesses satisfaction with five job facets. This was developed to "assess global satisfaction independent from satisfaction with facets" (Fields, 2002).

1.4.7 Job Satisfaction Survey: This was developed by Spector (1985) and contains 36 items based on nine job facets. The job facets include pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of work and communication. When it was initially developed, it was specific to job satisfaction in human service, nonprofit and public organizations (Fields, 2002).

1.4.8 Job Satisfaction Index: Schriesheim and Tsue, (1980) developed this measure. It consists of six items that form and index what determines overall job satisfaction. The items are work, supervision, co-workers, pay, promotion opportunities and the job in general (Fields, 2002).

1.4.9 Job Diagnostic Survey: Hackman and Oldham (1974) developed this survey which measures both overall and specific facets of job satisfaction. There are three dimensions of overall job satisfaction which includes general satisfaction, internal work motivation and growth satisfaction, which are combined into a single measure. The facets which are measured on the survey include security, compensation, co-workers and supervision (Fields, 2002).

1.4.10 Career Satisfaction: Greenhaus, Parasuraman, and Wormley (1990) developed this measure. This is a measure of career success as opposed to job satisfaction. It assesses general satisfaction with career outcome and satisfaction with career progress (Fields, 2002).

Fields outlines specific types of employee satisfaction measures which describe an employee's satisfaction with one or more aspects of their job. These include the following (Fields, 2002):

1.4.11 Employee Satisfaction with Influence and Ownership developed by Rosen, Klein, and Young (1986).

- **Satisfaction with Work Schedule Flexibility** developed by Rothausen (1994).
- **Satisfaction with My Supervisor** developed by Scarpello and Vandenberg (1987).

1.5 Research analysis on Job Satisfaction:

Job satisfaction is the most frequently studied variable in organizational behavior (Spector, 1997). Research on job satisfaction is performed through various methods including interviews, observations and questionnaires. The questionnaire is the most frequently used research method because it is unrestrained in nature. Researchers can use an existing assessment tool or scale, as a means of assessment. Using an existing scale provides the researcher with a valid, reliable and consistent construct while assessing job satisfaction. Job satisfaction can be assessed using a general scale, facet satisfaction scale or global satisfaction scale. The Jobs Descriptive Index (JDI) is the most popular job satisfaction assessment tool with researchers (Spector, 1997). The JDI is broken down into five facets of satisfaction: work, pay, promotion, supervision and co-workers. The most significant research study that shows the importance of job satisfaction is the Hawthorne studies (Muchinsky, 1985). The purpose of the study was to research the relationship between lighting and efficiency. The experiment was conducted in 1924 by researchers from Western Electric and Harvard University at the

Hawthorne Works of the Western Electric Company. Various sets of lights at various intensities were set up in rooms where electrical equipment was being produced. The amount of illumination (bright, dim, or a combination) provided to the workers seemed to have no effect on production. The results of the study were so unexpected that further investigation revealed many previously unknown aspects of human behavior in the workplace. Researchers learned that factors other than lighting affect worker's productivity. The workers responded positively to the attention they were receiving from the researchers and as a result, productivity rose. Job performance continued to improve because of the novelty of the situation; when the novelty wore off, production returned to its earlier level. Research has offered little support that a happy employee is productive; in fact, research suggests that causality may flow in the opposite direction from productivity to satisfaction (Bassett, 1994).

Research on this theory supports that job satisfaction is an important factor not only for employees but for organizations as well. For example, in a research survey by Grant, Fried, and Juillerat (2010) at a large bank, managers found that bank tellers were very dissatisfied with their jobs stating that they were "just glorified clerks". They also said that their jobs were boring and felt micromanaged because they were unable to make decisions even small ones, without the approval of their managers. In this case, the managers of the bank decided to re-design the teller jobs to increase job satisfaction. New tasks were added to provide variety and the use of a broad range of skills. In addition to their checking cash, deposit and loan payment tasks, they were trained to handle commercial and traveler's cheques as well as post payments online. The tellers were also given more autonomy in their roles and decision-making responsibilities. Finally, when feedback time approached, the managers felt that by re-designing the role of the teller they were giving the tellers responsibility to own their customers. In this particular case, it was observed that job satisfaction had increased. A survey was taken six months later and it was found that not only were the tellers more satisfied with their role but they were also more committed to the organization. Finally, during employee/manager evaluations, it was found that there was an increase in performance by the tellers and that the job satisfaction provided by the job redesign had effects lasting at least four years (Grant et al., 2010).

According to another study by Syptak, Marsland, and Ulmer (1999) satisfied employees tend to be more productive, creative and committed to their employers. Furthermore, recent studies have shown that there is a direct correlation between staff satisfaction and patient satisfaction. In the case of the physician's office, a study found that not only were the employees and patients more satisfied, the physicians found an increased level of job satisfaction as well. The study conducted in the physician's office was based on Herzberg's Motivation-Hygiene Theory. Hygiene factors are related to the work environment and include: company policies, supervision, salary, interpersonal relations and working conditions. Motivators factors are related to the job and make employees want to succeed and include: achievement, recognition, the work itself, responsibility and advancement. According to Herzberg, once the hygiene issues are addressed, the motivators promote job satisfaction and encourage production. In applying Herzberg's theory to the real life physician's practice. The study first addressed the hygiene factors "because these are important in creating an environment in which employee satisfaction and motivation are possible" (Syptak et al., 1999). The study discussed in detail each aspect of the hygiene factors and how the physicians could apply these factors to create an environment that promoted job satisfaction. The study then moved on to the motivators and again discussed in detail the aspects of each factor. Finally, "by creating an environment that promotes job satisfaction, you are developing employees who are motivated, productive and fulfilled" (Syptak et al., 1999). The image below provides a visual between the differences in motivators and de-motivators in job satisfaction.

In year 2017 H. A. Masri and A. A.M. Jaaron describe An empirical study of Assessing green human resources management practices in Palestinian manufacturing context in this article they are explaining, Green Human Resources Management (GHRM) refers to using Human Resources Management (HRM) practices to reinforce environmental sustainable practices and increase employee's commitment on the issues of environmental sustainability. It embraces considering concerns and values of Environmental Management (EM) in applying Human Resources (HR) initiatives generating greater efficiencies and better Environmental Performance (EP) necessary for reducing employees' carbon footprints. This paper presents an empirical assessment and measurement of impact of GHRM practices in manufacturing organizations on EP in Palestinian context. The research approach, using both qualitative and quantitative aspects, extracted six main GHRM practices used in manufacturing organizations from literature review and field data through conducting 17 semi-structured interviews with HR managers. The identified practices were green recruitment and selection, green training and development, green performance management and appraisal, green reward and compensation, green employee empowerment and participation, and green management of organizational culture. A survey instrument was then designed based on GHRM practices identified through qualitative methods, and used for data collection from 110 organizations operating in three manufacturing sectors (i.e. food, chemical, and pharmaceutical sectors) that have implemented GHRM practices at varying levels. Using a five-point Likert-type scale, these extracted practices were evaluated to find out GHRM practices with positive

impact on EP. The statistical analysis revealed that the overall mean of the implementation of GHRM practices is 2.72 on a scale of 5, which is considered as a moderate level. Furthermore, the analysis confirmed that there is a statistically positive and significant relationship at a significant level ($\alpha \leq 0.05$) between the six GHRM practices and EP. A model was also developed by connecting critical practices of GHRM that can be incorporated in workplace for maximized EP. The value of this paper is the identification, prioritization, and validation of GHRM practices, which influence EP in manufacturing organizations. The presented model offers useful insights on how manufacturing organizations should strategically link their HR functions to support their EP necessary for competitive advantage.

In year 2017 M. Kasonde and P. Steele describes Human resources is the backbone of any system and the key enabler for all other functions to effectively perform. This is no different with the Immunization Supply Chain, more so in today's complex operating environment with the increasing strain caused by new vaccines and expanding immunization programmes (Source: WHO, UNICEF).

In order to drive the change that is required for sustainability and continuous improvement, every immunization supply chain needs an effective leader. A dedicated and competent immunization supply chain leader with adequate numbers of skilled, accountable, motivated and empowered personnel at all levels of the health system to overcome existing and emerging immunization supply chain (ISC) challenges. Without an effective supply chain leader supported by capable and motivated staff, none of the interventions designed to strengthen the supply chain can be effective or sustainable (Source: Gavi Alliance SC Strategy 2014).

This landscape analysis was preceded by an HR Evidence Review (March 2014) and has served to inform global partner strategies and country activities, as well as highlight where most support is required. The study also aimed to define the status quo in order to create some form of baseline against which to measure the impact of interventions related to HR going forward.

The analysis was comprised of a comprehensive desk review, a survey of 40 respondents from 32 countries and consultations with ISC practitioners in several forums.

The findings highlight key areas that should inform the pillars of a HR capacity development plan. At the same time, it revealed that there are some positive examples of where countries are actively addressing some of the issues identified and putting in place mechanisms and structures to optimize the SC function.

In year 2017 A.G.Rivero, G.E.Dabos proposed Gestión diferencial de recursos humanos: una revisión e integración de la literatura Since the end of the twentieth century, the concept of workforce differentiation emerges as a key theoretical development for strategic human resource management. This differentiation is grounded on the differential value that some employees provide to the organization. Based on a literature review on human resource differential management, we examine the criteria utilized to strategically distinguish and manage different groups of employees. As a result, two dominant perspectives regarding what constitutes the basis for workforce differentiation are identified, assuming that an employee could be of strategic value based upon his/her individual characteristics (human capital) or the job occupied by him/her. Thus, this article integrates both perspectives that remained largely dissociated in the literature, and raises new inquiries for future research.

In year 2017 Jean-Louis Boulanger describe Human Resources and Competencies Management in this article the disrobed The quality control of a software application is not uniquely driven by the mastery of processes and control; it is necessary to have a group of competent, trained and experienced persons within the project in order to achieve the realization of a software application. As has been discussed throughout Volume 1, the realization of a software application implements various processes in various fields and roles (project manager (PM), configuration management manager (CMM), validator (VAL), verifier (VER), etc.).

In 2016 P. Vardarlier describe Human Resources Management is one of the most important units of modern firms and organizations. It gains even more importance in times of crises, because it makes up an important dimension of crisis management. It is well known that human resources policies have a great influence on people; therefore, those policies are to bring about humanistic consequences.

In this study, possible effects of always looming crises and ways to avoid or cope with those crises have been examined and presented to readers. The study mainly focuses on the human resources strategies aspect of management at managing crises; and, it compares classical and modern ways to handle the effects of crises on human capital.

In year 2017 published an article entitled Ramūnas Palšaitis "Improvement of Warehouse Operations Management by Considering Competencies of Human Resources" in this article they described Clients generally require logistics services package from organizations engaged in the provision of warehouse logistics services. Successful performance of employees in organizations depends on their ability to adapt to changing environment, where personal competence is an essential factor. The article examines peculiarities of human resources impacts and its employment as a tool to develop organizations providing warehouse logistics services and ensure the quality of such services. The conducted qualitative research enabled to identify problem aspects of human resources, i.e. warehouse employees and managers, and competencies in logistics organizations.

O.I. Nkwonta writing a review article entitled “A review on water resources yield model” in this article they explain The effective management of water resources is of great importance as it ensures the supply of water resources that may support changing water requirements over a selected planning horizon, in a sustainable and cost-effective way. Essentially, the purpose of the water resources planning process is to balance the available water resources in a system with the water requirements and losses to which the system is subjected. This paper covers a review of generic planning processes and procedures as these apply to complex hydrological systems. Its aim was to improve the balance between water supply and projected requirements which could consist of water demand management options and/or infrastructure developments. It was concluded that application of reservoir planning is of great importance, in the fact that the planning processes and procedures described in the manuscript are generic, as it would be impossible to deal with all the intricacies of complex water resources systems. Thus it is concluded that Water Resources Yield Model has an advantage over other models by managing model runs, developing a representative system network, modelling incremental sub-catchments, creating a variety of standard system features, special modelling features, and run result output options.

L.Guo et.al.explain Work resources and civic engagement: Benefits to employee physical and mental health, this article has demonstrated that people can function better when they participate in both work and non-work roles. Drawing on this premise, this paper examines the combined effects of positive work and non-work experiences—measured by perceptions of acquiring valuable resources at work and engagement in civic activities—on happiness and health. Using a representative sample of 10,331 people in China, we demonstrate that civic engagement and work resources enhance people's perception of happiness and that this, in turn, is conducive to greater mental and physical health. We also found that the association between civic engagement and happiness is moderated by income such that the association is positive for people with either low or high income, whereas there is no association for middle or upper-middle income. There is negative association between work resources and happiness for middle level income, but no association was found for other levels of income. Implications for theory and practice are discussed.

In year 2016 Afagh Arjmandi et.al. explain, Exploring the Dimensions and Components of Islamic Values Influencing the Productivity of Human Resources from the Perspective of Mashhad Municipality Employees This study was performed to explore the components and dimensions of Islamic values affecting the productivity of human resources from the perspective of Mashhad Municipality employees using a hybrid method. For this purpose, in-depth interviews were performed with 20 administrative and scientific experts of Mashhad Municipality using content analysis. The results obtained from semi-structured interviews were classified into the dimensions of non-promotion of religious and revolutionary values, not spending enough on culture-building, approving the wrongdoer in the system, lack of suitable role model and creating substrates for anti-values as the factors affecting Islamic values; each of these behaviors consist of other concepts. The dimensions along with the components of Islamic values questionnaire including piety, tolerance and trust were examined in a sample of 215 employees in 13 Mashhad Municipality zones. In fact, the findings of this study expand the area in the field of organizational studies by providing dimensions and components of human resources productivity from the employees' perspectives and increase human resources productivity in organizations. The results of this study are consistent with some of the most important domestic and foreign research on different aspects of productivity (Katcher (1991); Shaser (1983), Goodwin (2007); Kesty (2012), etc.).

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