

## Direct and Indirect Effect of HRM Practices on Job Performance in Industrial Units

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### Abstract

*Present study examined the mediating role of fit perceptions between perceived of human resource management practices and job performance among industrial workers. Purposive sample comprised of workers of textile industries from Faisalabad division (N = 300). Human Resource Management Policy and Practices Scale by Demo, Neiva, Nunes, and Rozzett (2012), Fit Perception Scale by Kennedy (2005) and In-Role Job Performance Scale by Williams and Anderson (1991) were used in the study. Statistical analysis revealed that all variables were correlated in the expected directions. Person-job fit mediated between recruitment, training and development, and work condition with job performance, person-vocational fit mediated between training and development with job performance, and person-organization fit mediated the relation of involvement, training and development, work condition, performance appraisal, and reward with job performance. Finally, implications of these results and limitations of the study were discussed in line with the literature and suggestions for future studies were reflected upon.*

**Keywords:** HR Practices, Person Job-Fit, Organization-Fit, Vocation-Fit, In-Role Job Performance.

### Introduction

There is vital role of HRM in making strategies of the organizations. An organization's HR analyzes and manages to make sure the satisfaction of its strategies and objectives (Hellriegel, Jackson, Slocum, & Staude, 2009). Recruitment, screening, training and appraising are the practices and policies which help in carrying out persons (Dessler, 2007). There is a great impact of HR practices on Fit perceptions. The argument given by Fit approach is that the effectiveness of Human Resource practices is depending upon contextual factors such as sector, state, plan, system, or groups of employees (Boxall & Purcell, 2008). HRM practice plays a key role in screening of those people who match those organizations and the job they are going to perform.

Employees are the most precious asset of an organization. Thus, managing organizational resources plays vital role in the ultimate success of an organization. Many departments in an organization work in collaboration to achieve the organizational goals and objectives. In all these departments working for

organizational high performance, HR department takes a central position due to its vital importance (Dessler, 2007). The HR practices ensure right persons at right job at the right time which is essential to guarantee high graded employees for an organization (Sekiguchi, 2004). Thus, HR practices ensure a fit between the requirements of a specific job and an employee having qualities needed to perform its responsibilities. Once person-job fit is confirmed in an organization, it confirmed high performance of employees. HR practices are decisive to effect high job performance through person job fit in an organization (Edwards, 1991).

More specifically, HR practices ensure fit of employees with the organization. The best match in nature and needs of organization and the qualities of the employees, is considered a superlative determining factors for high job performance in the modern organizations (Chatman, 1991). The organizations are specialized in the services they provide. In the same way, industries are recognized for the products they manufacture. For each industry, employees have unique skills are required which should be compatible with needs of the organization and facilitating in performing organizational responsibilities (Furnham, 2001).

When the talents, skills and personalities of the employees will be compatible with the nature and services of the organizations, the employees will definitely perform better otherwise the things can go either side (Tracey & Rounds, 1993). HR practices aim to ensure a best match between a specific vocation and the employees wanted to work in the same vocation. All types of vocational activities cannot be executed by all types of employees. Some employees have mastery in certain occupation (Holland, 1997). Therefore, the HR department designs HR practices in a way that person-vocation fit is ensured. A research done by Boon, Boselie, Paauwe, and Hartong (2011) showed that there is direct relationship HR and job performance as well as mediating role is also played of person organization and person job-fit in the relationship between HR practices and employees' performance.

## **Literature Review**

Recruitment and selection an activity performed by the organization and its main purpose is to attract and identify the employees who have potential (Barber, 1998). The candidate who wishes to apply for job and the nature of employees are affected by the recruitment design made by HR department of that organization (Breaugh, 1992). The recruitment and selection of new personnel are very complex processes. Personnel Policies is a generic term which is used to refer organizational decisions which can affect the nature of job for which people are being recruited. When the option to predict the job choice is considered, Characteristics of the vacancy is more important than recruiters or recruiting source (Milkovich & Newman, 2008).

Online recruitment is more common now days for conveying information about new jobs and finding candidates for jobs. The advertisement in newspaper and agencies working for recruitment of people are on the way to extinction. Many companies even smaller level uses the online recruitment process by adding the "careers" options on their organization's official website (Robb, 2003). A recent study indicates that 60 percent of employees are being hired by company using online recruitment sources (McKelvey, 2011). There are several steps of selection process. Each step helps in collecting some information about candidate to the recruiter which helps in finding the potential of candidate required for the specific job, it definitely helps in predicting the right person for right job and whether the candidate can perform well and fulfill his duties (Fenn, 2002). Initial screening is the first step of the selection of competent candidates. It further has two steps which are screening inquires and screening interviews.

Job description and job specification can help in the elimination of some of the incompetent candidates. There is a problem faced by participants which is Completing the application. Reason for rejection of some participants is that they are unable to follow the required directions of the application form. It is the responsibility of the management to omit those items of tests which were having high difficulty index and to demonstrate the job-related information (Kethley & Terpstra, 2005). Bon-Ton test which was

administered by him is much helpful in the prediction of a potential candidate for the required job. Variety of employment tests are available to HR recruiters who are constructed to measure intellectual ability, perception speed, mechanical reasoning, motor ability and their personality traits (Nicholsen, 2000).

Training and development. The learning of techniques and getting experience is the training. The relative change in the employee which is permanent is helpful in improving the job performance. Changing behaviors, learning new skills, applying those skills are involved in training of employee (Duncan, Selby-Lucas, & Swart, 2002). There is difference between training and learning because 'Learning is the process by which a person constructs new knowledge, skills and capabilities, whereas training is one of several responses an organization can undertake to promote learning' (Scott & Reynolds, 2010).

Performance appraisal is the formal process of evaluating the work or performance of the employee (Erdogan, 2002). Performance appraisals work as instrument with the help of which we can evaluate the performance of employee and check how much he worked and performed to achieve his goal. Often employee and supervisors set the objectives or goals and performance measures. If there is no two-way feedback, we can reduce the motivation of employee by not making his participation in the evaluation. Employee development is the very keying part. When we are developing a employee it means we are trying to find out those areas where the employee has weakness and cannot perform well and secondly we are making efforts to improve him in those areas and enhance him to give more performance (Levinson, 2003). HRM needs to develop the performance appraisal process. This benefit can depict the satisfaction of the workers with the process (Lam, Yik, & Schaubroeck, 2002). There are many reasons of firms engage in performance appraisal and evaluation process. Sometimes managers praise and try to change the behavior of employee by giving him feedback or he may try to justify some other factors of HRM action. However, there are many other benefits which are produced from the appraisal made. The benefits may be increase in knowledge, training and developing of the employee, placements, HR planning and decisions made for rewards (Thomas & Bretz, 1994; Wanguri, 1995).

The device which collects performance feedback from different sources such as person being rated, peers, customers, bosses, team members, is the appraisal device. This is also known as 360-degree appraisal (Brett & Atwater, 2001). According to Baruch (1996), there are two prominent purposes of performance appraisal. The first purpose is to treat with different management functions. Those functions might be training about needs, deciding the salaries etc. The second purpose is to improve the training and development process or it can also be used as evaluative instrument. There are also some problems faced by performance appraisal systems. The evaluation done by raters is biased and the subjectivity comes in their rating because of their cognition and emotional states. Sometimes motivational state also tends to form biased rating or evaluation (DeNisi, Williams, & Longenecker, 1992).

When an organization wants to optimize the innate qualities of employees to work more efficiently, an organization do High involvement work. These systems allow for more input from employees (Rodgers & Ferketish, 2005). Organizations can develop a better sight of how their employees are functioning and which are the areas where improvements can be made. These improvements are the betterment of both the workers and organization (Guy, 2003). Muckinsky (2004) and Siqueira (2008) focused on giving respect and positive and attentive response to the workers and additionally caring for their well-being as prior aspect to ensure their involvement. Bohlander and Snell (2009) exchanged the concept of feedback and continuous knowledge with providing the appropriate and positive information. They discussed that information is important practice for involving employees.

The workplace environment must be safe and provides employees a condition which is good for their physical and mental health. HRM is playing an important role in order to ensure that there are proper standards of physical working setting. This is only because of the Occupational Safety and Health Act (OSH Act). The Enforcement of OSHA standards are different according to situation and condition. it depends on the nature of event and the level of organization (OSHA, 2003). Where an incident is about to happen, the imminent danger is referred. When there is a condition that something toxic or gasses or



anything which can cause death or can harm the health of employees, can lower the work performance or reduce the physical activity of workers, this is considered to be imminent danger (OSHA, 2002). Following the law, when such situation happens, an organization must report that to the OSHA nearby office or call their office. Employees has the right to refuse to work and can call OSHA and request for investigation if something is happening against the act and there is violation of standards set by OSHA.

When an employee does not attend the seminar on company's sensitivity, he definitely misses much important facts and resulting in killing of his fellow employees by making a mistake. Workers who are doing their jobs at late-night and who are giving services of health-care are at greater risk of violence patients or customers (Department of Labor, 2009). Organizations must identify the trouble before it happens to its any employee. For this purpose, organization must train their supervisory personnel. There should be strong security system and mechanism made by organization for its workers (Minter, 2003). Wellness program are being implemented by many organizations. The program helps to keep the employees healthy (Useem, 2000). Organizations are having more concern in providing productive and healthy atmosphere. For this organizations are making effort in reviewing settings of office and furnishes, the workplace environment. The purpose is to reduce back strain and avoid fatigue organizations are ordering for new furniture. Stress injuries can be reduced if the furniture and equipment of offices are properly designed (Spina, 2004).

Compensation administration should make pay structure which is cost effective. It will help in attracting, motivating, and retaining the competent and successful employees (Organ, 2003). There are three components of employee's total pay or compensation. Firm varies the proportion of each component. Base compensation is the most important and largest element in the total compensation. It is the fixed amount which an employee receives from its firm or organization. It can be on daily basis or weekly or monthly. It is fixed amount and is salary of employee. Second component is pay incentives, these incentives are given to employees when they perform well and increase the productivity level of organization. There are many forms of incentives which include profit sharing or bonuses. The third and last component is benefits provided to employees. This is also called indirect compensations. There is wide range of programs in this component for example paid holidays, health insurance or unemployment benefit (Martocchio & Pandey, 2008). Person has effects of economically, sociologically and psychologically by getting Compensation (Montemayor, 2008).

When employees generally view a pay as equitable is Fair pay. There are two forms of equity. Internal equity means that when firm is giving pay according to their pay structure and external equity means that the other firms are also giving the same amount of pay to their labor for that same job. Base pay is when the organization gives a large proportion of compensation for example, a predictable monthly paycheck or it can be variable pay which means that is not according to pre-established criteria and there is fluctuation found. Most of the firms almost 75 percent on average are offering variable pay to their employees (Stotz & Dyke, 2008). A study conducted by Qudah, Edris and Osman (2014) showed that it has highest positive correlation with Compensation while it has low positive correlation with Recruitment & Selection.

PJF is a process in which the abilities of a person are checked as compatible with the requirements and description of the job and the attributes towards (Edwards, 1991). Person Job Fit is a sense that the person is fit for the specific job. It has two domains which are demands abilities fit and other is supplies value fit. When the skills and abilities of a person matches with the requirements of job than it is demand abilities fit but on the other hand supplies values fit is domain where the needs, values and desires are being fulfilled by the job they are doing (Brown, Zimmerman & Johnson 2005). The two factors influence the person job fit. The first is self-selection of applicant and other is selection procedure of employees (Sekiguchi, 2006). PJF will improve on job performance and job satisfaction. But comparing by lower level the negative outcomes are more prominent. The outcomes due to lower level of person Job Fit is associated with anxiety, stress, irritation and low level of performance (Arora, 2000).

There is difference between vocation and job. Job is the duty which you to have perform. It may be given some extra duties to one employee and he has to perform all but vocation is the part of job. It is that part by which performing employee feels pleasure and feel joyful. Vocation is that part of job for which exactly he was hired by the organization and it demands the job requirements in which he is expert. Person vocation fit is considered to be when he has interest and that interest is matched with workplace environment (Harris, Moritznes, Robitschek, Imhoff, & Lynch, 2001). When people select the occupation, which is similar to their interest it is person vocational fit (Holland, 1997). Vocational psychology is the field or discipline in which the main concern and focus is on what occupation people select and how better they adjust themselves in that occupation. Vocational psychology has strong support to this concept because of its strong roots (Furnham, 2001).

Person-organization (P-O) fit, when workplace and person are the key factors and flexible in competitive business environment then POF has much importance and is considered much important in this period of business environment (Cable & Parsons, 2001). The fitness of person with organization is having great importance and it helps in more productivity and performance of an organization but if person is not fit, it is definitely a drawback for HR working. Person finds a best organization and organization need best person (Cable & Judge, 1997). There are some factors which are defined by organization person fit and those are employee need, Value congruence, and Goal congruence. According to Chatman, if work environment is to be made better the reinforcing variable is Person Organization Fit. Similarly, individual's personality is reinforced by environment and characteristics of organization (Chatman, 1991).

Job performance is combination of behaviors and activities which are performed to attain the goals (Butler & Rose, 2011). The actually meaning of the performance is that the activities of the person that are favorable, profitable for the goal of the organization (McCloy, Campbell, & Cudeck, 1994) it consists of two wide categories. The two categories are contextual performance and task performance. When we discuss about the duties and work done at job is the task performance but when the employee involves himself in healthy activities which are helpful in making organization environment healthier and suitable for work, this is contextual performance (Borman & Motowidlo, 1993). Modern organizations seek the support of different theories proposed to demonstrate the role of personal, organizational, situational and job specific that which will more contribute to the high job performance. The Performance Regulation Perspective has more focused on performance. It did not give importance to individual differences. It means that how employees are responding and how they are working shows their performance (Alonso, 2000). There are number of factors which predict the effect of job performance (Dugguh & Dennis, 2014; Newstrom, 2007). Culture, workplace environment are the reasons or factors which influence the job performance (Sonnentag, 2002).

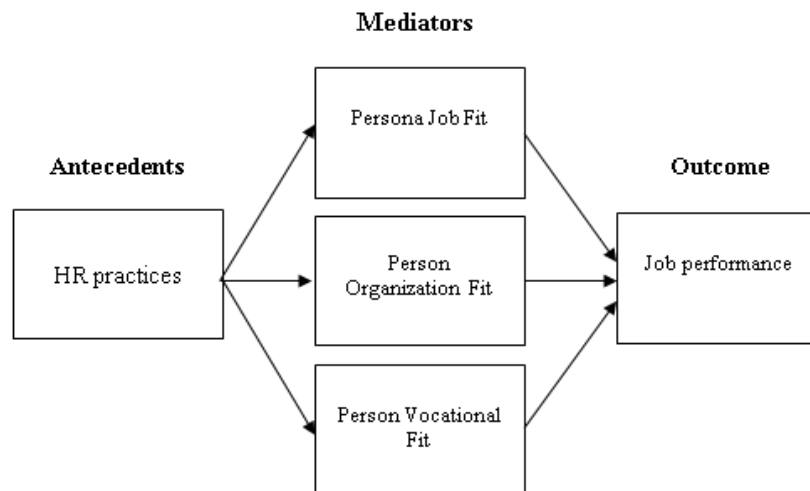


Figure 1: Conceptual Framework

## Hypotheses

1. Person-job fit will mediate between HR practices and job performance among textile workers.
2. Person-organizational fit will mediate between HR practices and job performance among textile workers.
3. Person-vocational fit will mediate between HR practices and job performance among textile workers.
4. Person-job fit will mediate between recruitment and job performance among textile workers
5. Person-organizational fit will mediate between involvement and job performance among textile workers.
6. Person-job fit will mediate between training development and job performance among textile workers.
7. Person- organizational fit will mediate between training development and education and job performance among textile workers.
8. Person- vocational fit will mediate between training development and education and job performance among textile workers.
9. Person- job fit will mediate between work condition and job performance among textile workers
10. Person- organization fit will mediate between work condition and job performance among textile workers.
11. Person-organization fit will mediate between competency-based performance and job performance among textile workers.
12. Person organization fit will mediate between reward and job performance among textile workers.

## Methodology

The present study was based on cross-sectional survey research design. Sample of the present study consisted of textile industries workers ( $N = 300$ ) in Faisalabad division (front line workers). Purposive sampling technique was used to collect the information. Informed consent was obtained from the participants before administering the questionnaires.

Human resource management policy and practices scale developed by Demo, Neiva, Nunes, and Rozzett (2012) for measuring HR policies and practices. It is consisted of 40 items with 6 subscales, recruitment and selection have 6 items from 1-6, involvement factor has 12 items from 7-18, training development & education consist of 6 items from 19-24, work conditions consist of 6 items from 25-30, competency-based performance appraisal consist of 5 items from 31-35 and compensation and rewards consist of 5 items from 36-40. The scale is based on positively phrased items which are rated on 5-point likert type response pattern ranging from *totally disagree* = 1 to *totally agree* = 5. All the 6 factors showed high reliability, with alpha coefficients higher than .80 and appropriate validity indicators.

Fit perception scale developed by Kennedy (2005). There are three subscales. Person-job fit consisted of 6 items, first 3 items measured demand/abilities and next 3 items used for measurement of needs/supplies fit. Person-organizational fit consisted of 8 items, first 3 items measured person organizational congruence and next 5 used for assessment of person organization need/supplies fit. Person-vocational fit consisted of 11 items. The scale is rated on 7-point likert type response pattern ranging from *strongly disagree* = 1 to *strongly agree* = 7. Obtained scores on this scale were interpreted in terms of low and high scores rather than cut off scores. Alpha reliability of all three subscales have more than .89 and appropriate validity indicators. The item number 6 of PJF, 6 of POF, and 6, 7, 8 of PVF are reverse scoring items.

In role job performance scale. developed by Williams and Anderson's (1991) used to measure the job-related performance of employees. It consisted of 7 items. The scale is based on positively phrased items which are rated on a 7-point Likert type response pattern ranging from *strongly disagree* = 1 to *strongly agree* = 7. The scale has originally alpha reliability of .85.

The researcher contacted the concerned authorities of the textile industries of Faisalabad division. After official permission, participants were contacted individually in their respective departments. The researcher boosted the participants' morale and interest in the study by sharing the objectives and importance of the research. Informed consent was taken from the participants before taking required information. The researcher assured the participants that information will be used for academic purpose. Questionnaire along with personal information sheet were given to the participants. The researcher requested the participants to give responses honestly and not leave any item blank. The researcher provided the help when the participant requires clarity in questions. Total of 400 questionnaires were circulated out of which 300 were returned, thus return returned.

## Analysis

Table 1: Correlation Matrix for all the variables used in the study (N=300)

Variable	M	SD	$\alpha$	1	2	3	4	5	6	7	8	9	10	11	12
1. Recruitment	18.20	5.00	.82	--	.73***	.63***	.71***	.64***	.61***	.83***	.62***	.62***	.63***	.67***	.47***
2. Involvement	36.65	9.85	.91		---	.76***	.77***	.75***	.66***	.93***	.59***	.60***	.59***	.64***	.40***
3. Training and development	18.26	5.45	.87			---	.71***	.71***	.67***	.86***	.55***	.58***	.56***	.61***	.41***
4. Work condition	18.46	5.50	.86				---	.75***	.68***	.88***	.61***	.64***	.59***	.65***	.49***
5. Competency based performance	15.49	4.71	.87					---	.69***	.86***	.58***	.61***	.56***	.62***	.43***
6. Reward	15.79	4.44	.83						---	.81***	.49***	.59***	.56***	.59***	.50***
7. Overall HR practices	122.90	30.65	.96							---	.66***	.69***	.67***	.72***	.51***
8. Person job fit	23.59	8.78	.92								---	.83***	.78***	.92***	.64***
9. Person organization fit	32.10	9.88	.88									---	.80***	.94***	.64***
10. Person vocation fit	44.04	11.21	.85										---	.93***	.61***
11. Overall fit perception	99.73	27.88	.95											---	.67***
12. Job performance	29.83	9.10	.86												---

\*\*\* $p < .001$ .

Table 2: Direct and indirect effect of involvement, training and development, work condition, performance appraisal, reward and recruitment on job performance through person-job fit, person-organizational fit, and person-vocational fit (N = 300)

Effects	Person-organizational fit										Person-job fit						Person-vocational fit	
	Involvement		Training and development		Work condition		Performance appraisal		Reward		Recruitment		Training and development		Work condition		Training and development	
	95% CL		95% CL		95% CL		95% CL		95% CL		95% CL		95% CL		95% CL		95% CL	
	B	LL,UL	B	LL,UL	B	LL,UL	B	LL,UL	B	LL,UL	B	LL,UL	B	LL,UL	B	LL,UL	B	LL,UL
Total	.38***	.28,.47	.69***	.52,.86	.82***	.66,.99	.84***	.64, 1.03	1.03***	.83, 1.23	.86***	.67, 1.04	.69***	.52,.86	.82***	.66,.99	.68***	.52,.86
Direct	.03	-.07, .13	.09	-.09, .27	.24*	.05, .42	.12	-.09, .33	.39***	.17, .61	.20	-.00, .40	.12	-.05, .30	.26**	.08, .44	.16	-.02, .34
Indirect	.35***	.27, .44	.60***	.48, .76	.59***	.44, .74	.72***	.55, .91	.65***	.49, .83	.66***	.51, .83	.57***	.43, .76	.56***	.43, .72	.52***	.40, .66
R <sup>2</sup> of IV on M	.36		.34		.42		.38		.35		.38		.31		.38		.32	
R <sup>2</sup> IV+M on DV	.42		.42		.43		.42		.44		.43		.43		.44		.38	
R <sup>2</sup> IV on DV	.16		.17		.25		.19		.26		.22		.17		.25		.17	
Sobel's Z	8.54***		8.33***		8.01***		8.41***		7.76***		8.25***		8.15***		8.01***		7.65***	
Status	Fully mediated		Fully mediated		Partially mediated		Fully mediated		Partially mediated		Fully mediated		Fully mediated		Partially mediated		Fully mediated	

Note. IV = independent variable, M = mediator



## Discussion

The current study focused on examining the mediating effect of fit perceptions between HR practices and job performance among industrial workers in textile industries. HR is a very important department of all the organizations because this effectiveness led to the performance of organization. HR practices and policies directly effect on organizational performance; good HR policies increase organization performance. As explain by Noe (2010), HRM is a philosophy, policy, system and practices that can affect the behavior and performance of employees. HR is the most critical resource for any organization. Managing HR is very difficult as compared to other types of managing; organization requires viable HRM system. HRM system should have strong HRM practices.

All hypotheses were supported in the present study. The literature supported all hypotheses. A study conducted by Boon, Hartong, Boselie, and Paauwe (2011) supported direct relationships as well as a mediating role of person organization and person job-fit in the relationship between HR practices and employee performance. Performance of the workers is one of the vital factors that affect the performance of the organization (Van Scotter, Motowidlo, & Cross, 2000). Many organizations understand the importance of HR as a basic element directly influences and contributes on the performance.

Recruitment is incorporated components that influence the performance of the workers. Many studies have discovered positive connection among recruitment and worker performance. A study conducted by Hsu and Chang (2007) supported that there is a relationship between recruitment and job performance. If the person characteristics, knowledge, skills are not decided correctly according to require post then the mostly employees are failing to do the exact job which an organization require. HR practices can play an important role in matching people with the organizations and the jobs they work in. Person job fit is when the HR select best person for the job. So, the study supported person-job fit mediate the recruitment and job performance.

The involvement of the workers improves the organizational quality and help to accomplish organization objectives (Guthrie, 2001). Organizational system gives an emotional security to its representatives, adding to their prosperity at work, as far as affirmation, relationship, support and correspondence then workers show their involvement and also performance improve with the level of involvement.

Training refers to the acquisition of abilities and knowledge required for the performance of a specific role (Okereke & Nnenna, 2011). Training positively affects job performance of employees. If the perfect individual for the correct occupation is not chosen and an organization and person goals are not same and a person occupation which are not according to their interested occupation then training will have no effect on the performance of the workers (Diamantidis & Chatzoglou, 2012). A study conducted by Bhat and Rainayee (2016) supported the mediating role of person-job fit in determining the indirect relationship that exist between training and performance. So, the fit perceptions mediate between training and job performance.

A suitable work condition is that in which organization provides workers with great work conditions like advantages, health, security and innovation (Bohlander & Snell 2009). Where the organizations provide these basic things or fulfill the needs and preferences of the workers then the performance of the employee is increase. Bad work condition decreases the performance of employee. A study conducted by Johri (2012) the results show that there is association between person-job fit, organization fit and job performance.

An organization evaluates the employee's performance and competence, for making decisions about promotions career planning and development. Competency based performance appraisal helps the organization to find out that area which need development. Kalleberg, (1977) explained rewards consist on benefits that employees receive in exchange of their work during the job. Rewards are viewed as an imperative tool to check the workers performance. A study conducted by Abidan, Shehzad, Amen, and



Lodhi (2013) the results shows that there is a positive correlation between rewards and job performance. Different employees prefer different types of reward, some employees are happy with the cash that fulfill the worker needs and wants to material things like house, care, holidays and some prefer nonmaterial incentives (Belle, 2005). So, all hypotheses were supported in the present study.

## **Implications**

HRM is designed to improve or increase the performance of an employee and execute the strategic objectives of an employer. HR focuses on administration of individuals inside associations, and concentrates on approaches and systems. Organizational improvements in term of employees' performance and making good industrial relations is one of the main duties of HR. HR selects suitable persons for the job. If the person characteristics are match with organization, job or task, and their needs or preferences match with organization system and structure and person work in their interested occupation, these matching increases the performance rate of an employee. Performance is the effectiveness of workers' activities that helps to meet organizational goals in better form (Motowidlo, 2003). The HR practices are activities or services that give support to organizational process directly and indirectly by ensuring fit and high job performance of employees (Werner, 2000). In the light of the present study, textile industries of Pakistan need to sustain and improve the HR practices which for the better performance of their employees.

## **Limitations and Recommendations**

The study was conducted with industrial workers. The immediate area of the research is the replication of these findings with the employees of services providing organizations in Pakistan. Use of self-report scales for data collection is at risk for social desirability. The research design only permits association between variables but causal inferences are simply not possible. Only six HR practices considered closely relevant to industrial workers were studied, numerous HR practices are still subject to investigation in future. The emergence of trends in the use of mixed-methodology like triangulation is worth considering. The utmost limitation of the present study is the self-rating of industrial workers on job performance. It a dire need to cross-rate employees' performance by their supervisors in future research. These are the potential limitations of this research which should be addressed in future studies to make results more valid and applicable.

## **Conclusion**

HRM is the management of human resources. It is designed to improve or increase the performance of an employee and execute the strategic objectives of an employer. HR focuses on administration of individuals inside associations, and concentrates on approaches and systems. Organizational improvements in term of employees' performance and making good industrial relations is one of the main duties of HR. HR selects suitable persons for the job. If the person characteristics are match with organization, job or task, and their needs or preferences match with organization system and structure and person work in their interested occupation, these matching increases the performance rate of an employee. In the light of the present study, textile industries of Pakistan need to sustain and improve the HR practices which for the better performance of their employees.

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